

God has a Mission AND a Pastor for You!

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Selecting a Pastor Nominating Committee (PNC)

The slate for the PNC is recommended by the Nominating Committee and approved by vote of the congregation. Following are some guidelines for forming a PNC:

- Please have no more than seven to nine people.
- In addition to one ruling elder and one ruling deacon, include on the team people who:

- are mature Christians;
- have a gift for vision;
- are not afraid of change;
- love their congregation;
- have the time to commit to the process;
- are realistic about the church's strengths and weaknesses;
- can see the big picture
- do not have axes to grind;
- have the courage to deal with conflict;
- are not angry or bitter;
- have the trust of the congregation;
- have a voice in the congregation;
- reflect a cross-section of the congregation (but who are not there to represent a particular constituency);are open to the leading of the Holy Spirit

Search Process for Pastors & Associate Pastors

COM—Committee on Ministry
 TL—Transitional Leadership
 PNC—Pastor Nominating Committee
 CIF—Church Information Form
 GP—General Presbyter
 BA—Business Administrator

Pastor provides
advance notice to
COM regarding
call and/or
retirement

Pastor announces
departure to
Session with COM
liaison present

First Year-End-
Review with COM

PNC prepares CIF

CIF approved by
Session, GP and
Area COM

Congregational
meeting called /
moderated by
someone other
than current pastor

Congregation
elects PNC if not
already elected

PNC begins to
receive PIFs /
Optional
advertising by
PNC

Presbytery
conducts
Ordination /
Installation Service

Congregation
dissolves pastoral
relationship

Congregation
discerns mission /
Mission Study

PNC screens
candidates &
conducts
reference checks

Effective Date
Pastor begins
ministry / colleague
in ministry assigned
by COM

Presbytery
concurs with
dissolution through
COM

Contract with TL
approved by Ses-
sion, COM, and
Presbytery

PNC submits
names for
reference checks
to GP

Presbytery
approves Call

Congregation
plans farewell

TL Team works
with GP & COM to
discern appropriate
leadership for the
transition

PNC & COM
Interviews, offsite
preaching & COM
clearance for final can-
didates (including sex-
ual misconduct policy &
background check)

Candidating
Service /
Congregation
elects new pastor

COM appoints
moderator /
Session appoints
TL Team

Check each box as tasks are completed.
This diagram might be used on a bulletin
board to keep your congregation informed
of the search process.

PNC extends call /
negotiates terms of
call with candidate /
Terms of Call
reviewed by BA /
approved by COM

Types of Pastoral Leadership			
<i>Pastoral Designation</i>	<i>Employment by Invitation of?</i>	<i>Length?</i>	<i>May be Called?</i>
Installed Minister			
pastor, associate, co-pastor	Congregation	Indefinite	Is called and installed
designated pastor	Congregation	2-4 years	Yes
Temporary Relationships (ordained)			
stated supply	Session	Up to one year	No
interim, co-pastor, associate	Session	Up to one year	No
organizing pastor	Presbytery	Until church	Yes
parish associate	Pastor & Session	Reviewed annually	After 6 months away
Other			
commissioned lay pastor	Session	Up to 3 years	No
student pastor	Session	None	After 6 months away
temporary supply	Session	None	After 6 months away

Discernment

Beloved, do not believe every spirit, but test the spirits to see
Whether they are from God; for many false prophets
Have gone out into the world.

I John 4:1

Discernment is the intentional practice by which a community or an individual seeks, recognizes and intentionally takes part in the activity of God in concrete situations. The etymological basis of the term discernment comes from the Greek word that means “to sift through,” as in sifting wheat from the chaff.

It is impossible to discern God’s will apart from prayer. Prayer is making ourselves present to God. We pray in order to become more open to God. And when we bring an openness and freedom to our prayer time, we are able to adopt an attitude of readiness to heed God’s call wherever it might lead us. The communal practice of discernment places group decisions within the context of God’s transforming activity. It trusts that decisions are based on something larger than self-interest. It orients the process towards participation in God’s will and God’s call for and to us.

When seeking to call a new pastor, discernment is an essential part of the process. Not only do we recommend that you begin every gathering of the PNC with a time of prayer, but that you weave prayer throughout your time together. Take regular and intentional “prayer breaks” throughout your time together. A good prayer ratio is 1/10 petition; 9/10 listening. In the words of the Psalmist, we are to “be still and know that (God) is God” (Psalm 42:10).

But discernment is more than simply listening, it is listening for God through scripture. The Apostle Paul warned against those who taught a different gospel, even if there were angels (Galatians 1:6-9). Discernment is also looking for places where the fruit of the Spirit is present (Galatians 5:22-23). Another indication of the work of the Spirit is a sense of inner authority and peace, a communal harmony as the PNC draws closer to extending a call (John 17:23; Acts 4:32; I Corinthians 3:1-3). And throughout, discernment is at work when the process is guided by a sense of integrity. Refusal to consider various alternatives, failure to heed advice, avoidance of issues of faith, and suppression of deep emotions, reflects a failure to place prayer and discernment at the heart of the PNC process. One final note: Discernment takes time and cannot be hurried. When it is hurried, it is likely that those in leadership have already made up their minds about a solution and want a quick process. Allow yourselves to live in God’s time as you prepare to seek and call a new pastor. Allow yourselves to be passionate in your commitment to discern and heed God’s call and God will bless you!

The Mission Study

Why do a Mission Study?

For surely I know the plans I have for you, says the Lord, plans for your welfare and not for harm, to give you a future with hope. – Jeremiah 29:11

In the opening paragraph of the **Institutes of the Christian Religion**, John Calvin states, “...**knowledge of God and knowledge of self comes before all other knowledge.**” This may sound like a truism for individuals only, but we believe this is true for the corporate body as well. In order for any congregation to call the right person to lead a congregation in accomplishing their mission, they need to know God and themselves first. A good mission study provides clarity as to the heart of the congregation and the needs of the community: the place where God’s mission is made known.

A congregational mission study involves taking inventory of the people and resources within the congregation, while also looking afresh at the community in which God has placed you. It involves asking the question, how is God calling us to make disciples in this place and time? The answer to that question will define your church’s mission and direct your search for a new pastor. The six steps interwoven into the mission study process are:

- Praying and studying God’s Word;
- Getting to know your congregation (anew);
- Exploring your community;
- Asking the hard questions;
- Naming God’s mission;
- Choosing leadership . . . the search!

What will you produce?

When you have completed the six steps which make up the mission study process, you will produce a report which will include:

- Your Mission Statement;
- Scripture that guided your study;
- A brief description of the process that you followed;
- Significant information about the congregation and the community that impacts your study;
- A summary of the hard questions;
- 3-5 specific 2-3 year goals for your congregation;
- Recommendations regarding leadership;
- A copy of your congregation’s current budget.

This information will then be used to prepare a Church Information Form (CIF) which will be used to call a pastor. Information needed for that form includes:

Church Information	Mission Statement	Pastor Information
average worship attendance	description of the ministry	position description
membership	gifts/skills/experiences	qualifications/skills
church school enrollment	key theological issues	compensation
curriculum		geographic choices
ethnic composition of congregation		EEO
community type		

Choosing Leadership

For he looked forward to the city that has foundations, whose architect and builder is God.
—Hebrews 11:10

...so that at the name of Jesus every knee should bend, in heaven and on earth and under the earth, and every tongue should confess that Jesus Christ is Lord, to the glory of God the Father.
-Phillippians 2:10,11

As you have moved forward in your mission study, you have recommitted your lives and your church to a new faithfulness to Jesus Christ. You know in a new and fresh way that Jesus is Lord and leader of the church. You have discerned the mission that God has planned for your congregation and have set some specific, measurable goals to lead you forward according to your mission.

Now it is time to give careful attention to the people and organizations that will provide the human leadership for your congregation. You may be engaged in this planning process in preparation for calling a new pastor for your congregation. In that case, the task of the Mission Team (or Pastor Nominating Committee) will be to discern what particular gifts, skills, and experiences will be needed by the pastor or associate pastor who will lead your congregation forward in its mission.

However, examining leadership needs is an essential part of any planning process, whether or not you are preparing to call a new pastor. There are four areas of leadership, outlined below, that you will want to consider. In considering each of these, ask yourselves how much of the church's leadership energy, time, and skill is directed inside the church, nurturing and caring for the church members, and how much is directed outward toward the un-churched, the community, and the world. That ratio tells something about the priorities of a congregation.

1. **Pastoral leadership.** What gifts, skills, personality traits, and experiences are you looking for in a new pastor or associate pastor for your congregation? What new skills will your current pastor have to acquire in order to lead your congregation through the changes you are proposing? What changes will have to be made in the pastor's job description if the church is to be faithful to its mission?
2. **Staff leadership.** What other staff positions are necessary? Are you staffing for growth or for maintenance? A growing church will have the equivalent of one full-time program staff member for every 100 people in average attendance. Program staff may include pastors, associate pastors, education directors, youth leaders, children's ministry leaders, music ministry directors, evangelists, mission directors, or any others who plan and direct ministry and mission in the church and community.
3. **Church governance or decision-making.** Are your session and other key decision-making groups organized for spiritual leadership and efficient decision-making? Are the governing boards permission-giving? Is the session a roadblock to progress? Who are the key permission-givers in the congregation? (List them by name.)
4. **Key volunteer leadership.** Most churches have key positions that are staffed by volunteers. Do these volunteers receive the support they need? Are they selected for competence and spiritual leadership or just because they are willing or have always done the job? To whom are they accountable?

What to Do

Begin with Bible study and prayer. Use both activities in this step to analyze your congregation's current leadership structure and to make recommendations concerning appropriate leadership for the future.

Bible Study

The next day John again was standing with two of his disciples, and as he watched Jesus walk by, he exclaimed, "Look, here is the Lamb of God!" The two disciples heard John say this and they followed Jesus. When Jesus turned and saw them following, he said to them, "What are you looking for?" They said to him, "Rabbi" (which translated means Teacher), "where are you staying?" He said to them, "Come and see." They came and saw where he was staying, and they remained with him that day. It was about four o'clock in the afternoon. One of the two men who followed Jesus after they heard John speak about him was Andrew, Simon Peter's brother. He first found his brother Simon and said to him, "We have found the Messiah" (which is translated Anointed). He brought Simon to Jesus, who looked at him and said, "You are Simon son of John. You are to be called Cephas" (which is translated Peter).

The next day Jesus decided to go to Galilee. He found Philip and said to him, "Follow me." Now Philip was from Bethsaida, the city of Andrew and Peter. Philip found Nathanael and said to him, "We have found him about whom Moses in the law and also the prophets wrote, Jesus, son of Joseph from Nazareth." But Nathanael said to Philip, "Can anything good come out of Nazareth?" Philip answered, "Come and see." John 1:35-46

Use the following questions to lead the discussion on the passage:

- What examples of leadership do you see in the passage?
- What did John, Andrew, and Philip do as leaders?
- What did Jesus do?
- What are some qualities of leadership you can identify?
- What is the primary job of leaders in the church?

(This Bible study was adapted from E. Stanley Ott, "Guided Bible Study," The Vital Churches Institute, PO Box 18378, Pittsburgh PA 15236.

Bible Study

I left you behind in Crete for this reason, so that you should put in order what remained to be done, and should appoint elders in every town, as I directed you: someone who is blameless, married only once, whose children are believers, not accused of debauchery and not rebellious. For a bishop*, as God's steward, must be blameless; he must not be arrogant or quick-tempered or addicted to wine or violent or greedy for gain; but he must be hospitable, a lover of goodness, prudent, upright, devout, and self-controlled. He must have a firm grasp of the word that is trustworthy in accordance with the teaching, so that he may be able both to preach with sound doctrine and to refute those who contradict it. Titus 1:5-9*

**"Bishop" and "elder" are two of the terms used in scripture for officers in the church. It is difficult for contemporary Christians to identify exactly what is indicated by the terms. Here, we will study the passage as if it were referring to any leader in the church.*

Use the following questions to lead discussion on the passage.

- What are some important qualities of church leaders?

- What are some warnings to those who would be leaders of the church?
- How might this passage provide guidance for your church in seeking pastoral and lay leadership?
- What qualities are sought in leaders in your congregation?

Prayer Guide

Pray for the new pastor that God has in mind for your congregation.
Pray for the church staff.
Pray for the elders, deacons, and other leaders of the church.
Pray for those who have to make decisions for your congregation.
Pray that God would raise up new leaders for your congregation.

Drawing Conclusions (after completion of the activities)

What qualities, skills, and experiences will you look for in your next pastor?

What other staff positions are needed by this congregation?

What key volunteer leadership is essential to the mission of this congregation?

What church governance format do you recommend for effective decision-making?

How much of the church's personnel (professional and volunteer) and money are directed outside your own congregation?

**Church Leadership Connection PC(USA)
Instructions for Entering a Church Information Form (CIF)**

www.pcusa.org/clc

1-888-728-7228 ext. 8550 or clcstaff@pcusa.org

Church Leadership Connection (CLC) hopes these instructions will assist you in entering your Church Information Form (CIF) with CLC. Review all the instructions before you begin.

BEFORE YOU BEGIN

1. **Make sure your computer will run the CLC system.** “CLC Minimum Operating System Requirements” can be found at “Printable Forms” on the CLC website. If your computer does not meet these requirements, make the appropriate upgrades to your computer or use a computer that meets the minimum requirements.
2. **Download blank CIF Forms and Helps.** From the CLC website, download and/or print from “Printable Forms” copies of CIF Part I, CIF Part II, and Yoked Church Information (if needed). You will also need these Instructions for Entering a Church Information Form, Skills List, and CIF Tips for a specific position type (if needed). All of these can assist you in preparing to enter your CIF with CLC.
3. **The wisdom of a draft CIF.** Completing a draft of your CIF, off-line, gives you the time needed to gather information and compose answers without the CLC system time-out constraint. It gives you the time needed to edit your answers so they fit within the system’s character limitations. CLC strongly encourages you to answer the more lengthy sections of the CIF, especially the narrative questions, in a word processing document. The advantages are:
 - it will shorten the time spent in actually entering your CIF, helping you avoid the 25 minute system time out,
 - you will be able to copy sections of your CIF word document and paste them into your on-line CIF,
 - the handy-dandy word processing character count tool can let you know how close you are to the 1500 character limit for each narrative question, and
 - you will have a back-up copy of your CIF just in case information is lost while entering your CIF on-line (it has been known to happen).
4. **Obtain a user login and password.**
 - **For church positions.** Obtain your user login and password from the moderator of COM or the Executive/General Presbyter. Your user login will begin with a letter, followed by two numbers then followed by your five digit PC(USA) church PIN number. For example: P0150639.
 - **For Designated Pastors, New Church Developments or Pastors for a parish.** Obtain your user login and password from CLC, 1-888-728-7228, ext. 8550.

- **For Governing Body, Seminary and College, or Other Non-Parish Positions.** Obtain your user login and password from CLC, 1-888-728-7228, ext. 8550.

You will need a user login and password to enter your CIF into CLC. Your password will be a hodge-podge of case-sensitive letters, numbers and symbols. After logging in, CLC suggests you immediately change your password to one that is more easily remembered. Go to “Admin” at the top of your screen. Click on “Change Password” and follow the instructions. If you forget your login ID or password, call or email CLC.

5. CLC tips and hints for entering a CIF

- **There is a mandated 25 minute system time-out.** After twenty-five (25) minutes of working within the CLC application and never saving, the system will log you out of the application and you may not even know it. This means that you may lose some of the information you were working on before and after the time-out. Remember to save, save, save on CLC because every time you save, the 25 minutes clock starts over. Also having a draft back-up on your personal computer guarantees that your information is not truly lost.
- **There are mandated character limits.** The Brief Church Mission Statement and answers to the three (3) narrative questions in Part II, Page 2 of 6 and the Position and Characteristic Descriptions in Part II, Page 4 of 6, are limited to 1500 characters each, including spaces and punctuation.
- **Save your CIF early and often.** So as to not lose what you are entering on-line, CLC recommends that you save your CIF at the completion of each screen by clicking on “Save my place and return later” located at the upper left corner of your screen. This will take you out of the CIF but it will save what you have completed. To get back to where you left off, click on “Resume” to the right of your CIF number, name and last update.
- **CLC can help you.** The knowledgeable personnel at CLC can walk you through most problems. CLC consultants are available Monday through Friday, 8 a.m. to 5 p.m. Eastern Time, at 1-888-728-7228, ext. 8550 and will, also, return calls, so leave a message. Or email at clcstaff@pcusa.org.

ENTERING CIF, PART I

Part I of the CIF has five (5) steps asking for general information about your church or organization. If you are prepared and efficient you can move through the five screens quickly and then submit Part I before needing to save. If, however, you are prone to worry, believing that the system could take your work and never give it back, or prone to wander, leaving your computer to go look up an address, answer the door, or take a phone call, then you may wish to “Save my place and return later” located at the upper left hand portion of your screen, when you have finished each screen.

1. Enter the CLC System.

Go to pcusa.org/clc. Click on “User Login” and using your user login and password enter the CLC system.

2. **Entering CIF Part I.**

On the menu bar at the upper part of your screen, go to “CIF” scroll down to “Part I” and go to the right and click on “Update CIF Part I”.

3. **Step 1 of 5. General Contact Information of your Church/Organization.**

Most PCUSA churches already have most of the church contact information in the CLC system. Update and/or enter information as needed then click on “next” at the bottom.

4. **Step 2 of 5. Additional Church Information.**

Update this information. *NOTE: Non-parish positions enter N/A and then you may skip this step.*

- a) **Church Size.** On the pull down menu select the appropriate number of church members.
- b) **Average Worship Attendance.** Enter your average worship attendance for all regular worship services. Do not include special or one-time services.
- c) **Church School Attendance.** Enter the number of people (children through adults) who attend church school.
- d) **Curriculum.** List (within 100 characters, including spaces and punctuation) the curriculum most commonly used in church school.
- e) **Seminary Debt Assistance Program.** If your church has fewer than 150 members AND a budget less than \$250,000 check the box “Certified as eligible for participation in the Seminary Debt Assistance Program”. See www.pensions.org for more information.

Click on “next” at the bottom.

5. **Step 3 of 5. Racial Ethnic Composition of Church/Organization.**

Using whole numbers that add up to 100% enter the current racial ethnic composition of your church or organization.

Click on “next” at the bottom.

6. **Step 4 of 5. Presbytery and Community Type.**

- a) **Presbytery.** On the pull down menu, select the Presbytery where your church or organization is located.
- b) **Community Type.** On the pull down menu, select the community type where your church or organization is located. You may leave it N/A for positions that are not centered in a particular location.

Click on “next” at the bottom.

7. **Step 5 of 5. Clerk of Session/Contact Person Information.**

For church positions. Enter the contact information for your Clerk of Session.

For Designated Pastors, New Church Developments or Pastors for a parish. Enter the presbytery contact person.

For Governing Body, Seminary and College, or Other Non-Parish Positions. Enter the contact information for a person CLC can contact. This may be the secretary of the search committee, the Synod Executive, or your Human Resources person.

Click on “Submit Completed CIFI” at the bottom.

8. **Corrections.**

The system may ask for corrections to your CIF. Simply go to the screen where the correction needs to be made, make the correction and click, again, “Submit Completed CIFI!”

ENTERING CIF, PART II

Part II of the CIF has seven (7) pages asking for more in-depth information about your church or organization, including answers to narrative questions. Answering the narrative questions, on-line, has been where users have been known to lose their work, mostly due to the system’s 25 minutes mandated time-out. **CLC strongly urges you to answer the questions in CIF, Part II off-line, in a word processing document, where the information can be saved and then copied and pasted into the on-line form.** *NOTE: Responses to each narrative question are limited to no more than 1500 characters, including spaces and punctuation.* Clicking on “Save my place and return later” at the completion of pages (2 through 5) is also strongly recommended.

1. **Enter the CLC System.**

If you are not already in the CLC system, go to pcusa.org/clc. Click on “User Login”. Enter your Username ID and Password.

2. **Entering CIF Part II.**

On the menu bar at the upper part of your screen, go to “CIF” to “Part II” and click on “Create CIF Part II”.

There will be a CIF number listed at the top of the page (example: 10001.aa or 10001.ab). This is your CIF number.

3. **Step 1 of 7. Position Type and Requirements.**

- a) **Position Type.** On the pull down menu, click on the position type you are seeking. Specify the title of the position if there is one.
- b) **Employment Status.** Click “Full-time” for a full-time position or “Part-time” for a part-time position. Use the “Open to both” button only if it applies.
- c) **Experience Desired.** On the pull down menu, click on the minimum number of years of experience you are willing to consider. Your CIF will be matched with all persons who have this level of experience and above. If you are open to all levels of experience click on “First Ordained Call”.
- d) **Language Requirements.** Click on the language(s) in which the person who fills this position needs to be fluent.

- e) **Deadline date.** CLC **does not recommend** entering a deadline date unless you believe it to be absolutely necessary. If you enter a deadline date know that the CLC system will purge your CIF from the system when the deadline arrives. This will mean that you will need to re-enter your CIF if you wish to continue your search beyond the deadline date.

When this step is completed click on “next” at the bottom.

4. **Page 2 of 7. “Is This a Yoked Position?”.** If the position is with yoked congregations or with congregations sharing a pastor, click “yes”. You will also need to fill out the “Yoked Church Information” which can be found under the CIF drop down menu in CLC.

5. **Page 3 of 7. Mission Statement and Narrative Questions.**

NOTE: For interim and non-parish positions answer the mission statement question and then you may, if you choose, skip the rest of the questions.

Answers to these questions are limited to 1500 characters each, including spaces and punctuation. This is a great place to copy the answers from your draft CIF and paste it in the space provided.

Click on “Save my place and return later”.

To get back to where you left off, click on “Resume” to the right of your CIF number, name of the church/organization and last update. Click “next” at the bottom of Step 2.

6. **Page 4 of 7. References.**

List up to three persons who know your congregation or organization well. Include the contact information requested and their relationship to your congregation or organization. Make sure these folks know they are listed and that they have a copy of your CIF. They will be receiving inquiries from individuals asking about you.

Click on “Save my place and return later”. To get back to where you left off, click on “Resume” to the right of your CIF number, name and last update. Click “next” at the bottom of Step 3.

7. **Page 5 of 7. Position Information.**

- a) **Positions Description.** Enter the Position Description, including major responsibilities, for which this person will be responsible. This is a great place to copy the answers from your draft CIF and paste it in the space provided. (1500 character limit, including spaces and punctuation)
- b) **Description of Characteristics and Qualifications.** Describe the characteristics and qualifications needed in a person who would fill this position. You may also wish to include information about the leadership style you are seeking in this individual. This is a great place to copy the answers from your draft CIF and paste it in the space provided. (1500 character limit, including spaces and punctuation)
- c) **Primary Skill Choices.** While you may mark up to ten (10) skills that you are seeking in the individual who will fill this position, you will find matches to PIFs that more fit your

needs if you select only the skills that are truly necessary for the position. A more detailed description of these skills can be found in the Skills List available under “Printable Forms” on the CLC website.

d) **Compensation and Housing.**

Salary. Enter the minimum and maximum effective salary for this position. Please consult the Board of Pensions website for more information about effective salary. Pastoral positions include housing (housing allowance or manse value) while non pastoral positions do not. The minimum salary will be displayed on your CIF. The maximum salary is not displayed but is used for matching purposes only. Do not write “Negotiable”.

Housing for Pastoral Positions.

- If you have a manse that is part of the call, click on “Manse.”
- If a housing allowance is part of the call click on “Housing Allowance”.
- If you have a manse, but are willing to consider a housing allowance in lieu of manse use, click on “Open to Either.”
- Do not enter any amount in “Housing Allowance Amount”.

Housing for Non-Pastoral Positions. Click on “N/A” if this is a non-pastoral position.

e) **Geographic Choices.**

- If you are willing to consider individuals from anywhere in the United States, click “Suggest individuals from anywhere in the USA”.
- If you want to limit your search to individuals from specific states, click on “Suggest individuals only from specific areas checked below” and then check on the states from which you are willing to receive PIFs.

Click on “Save my place and return later”. To get back to where you left off, click on “Resume” to the right of your CIF number, name and last update. Click “next” at the bottom of Step 4.

8. **Step 6 of 7. Equal Employment Opportunity.**

All CIFs must answer both questions in the affirmative for the CIF to be included in the CLC system. Although the statement refers to instructions from the Committee on Ministry (COM), the statements are intended to indicate willingness to comply with PC(USA) Equal Employment Opportunity policies.

Click on “Save my place and return later”. To get back to where you left off, click on “Resume” to the right of your CIF number, name and last update. Click “next” at the bottom of Step 5.

9. **Step 7 of 7. PNC/Search Committee Chairperson.**

Enter the contact information for the chair of the Pastor Nominating Committee or Search Committee.

Click on “Submit Completed CIF!”

10. Corrections.

The system may ask for corrections to your CIF, Part II. Simply go to the screen where the correction needs to be made, make the correction and click, again, "Submit Completed CIF!"

11. Success.

The system will let you know that your CIF, part II, has been successfully saved. If you have not already done so, please make note of the entire CIF# (for example 01234.aa).

AFTER YOUR CIF HAS BEEN SUBMITTED**1. Approval.**

Before your CIF can be posted on Opportunity Search and matched to PIFs, it must be approved to by your Clerk of Session and the Committee on Ministry (COM) moderator. You can contact them directly and ask them to approve to your CIF on-line. A CLC system generated email will also be sent to them asking for approval. You can follow up with them to see that approval has been completed.

2. Saving a Copy of Your CIF.

You may wish to save a copy of your completed copy of your CIF to your own computer.

- Login to the CLC website.
- Under "CIF" click on "View CIF Query".
- Enter your CIF # (i.e. 01234.aa) and click "Submit". Your CIF will be displayed.
- Highlight the entire CIF.
- Go to edit and copy, then minimize the screen.
- Open a blank word document.
- Paste the copy of your CIF into the word document.
- Save to your computer. You can now print and/or email copies of your CIF as need.

3. CLC Matching.

Once your CIF has been approved it will be in the CLC system and available for matching with Personal Information Forms (PIF) in CLC. When matching has been completed email notification will be sent to the chair of the PNC or search committee, the presbytery EP/GP, and/or the Committee on Ministry (COM) moderator.

4. CLC Self Referrals.

Your CIF will be posted on CLCs Opportunity Search. This allows individuals to view your CIF. Those who are interested in your position and have a PIF in CLC have the ability to self refer to your CIF. When a self referral has been made email notification will be sent to the chair of the PNC or search committee, the presbytery EP/GP, and/or the Committee on Ministry (COM) moderator, depending on the presbytery's wishes.

5. View Matched and Self Referred PIFs.

Using your login and password, you are able to enter CLC to view the PIFs that have been matched to your CIF. On the "Reports" menu, pull down and click on "View Referred

PIFs”. Any matching and referrals to your CIF will be listed. You can view a referred PIF by clicking on the PIF number.

6. Update Your CIF.

If you wish to make changes to your CIF, enter CLC using your user name and password, and under “CIF” choose Part I or Part II and click on “Update CIF Part I” or “Update CIF Part II”. If you have 2 or more positions when you go to update CIF Part II there will be a pull down box, and make sure you update only the correct CIF Part II. Make changes and then click on “Submit Completed CIF!” Certain corrections, noted with a red asterisk, will make it necessary to have your CIF re-approved to before it can be re-circulated.

7. Notification of a Call.

When a call has been extended and accepted for your CIF position, please notify CLC by entering the CLC system, going to “Admin” scrolling down to “Pending/Fill” and clicking on “Report a New Call Pending”. Fill in the requested information.

(Revised June 2008)

CLC REVISED SKILLS LIST WITH DEFINITIONS

Administration of Programs

Oversee and ensure that programs are planned, advertised, implemented and evaluated as they relate to the overall mission and ministry of the organization.

Administrative Leadership

Overseeing the delivery of planned activities or services. Encouraging and enabling volunteers and/or professional staff to accomplish their duties, achieve their goals, and develop their personal and professional gifts in response to God's call upon their lives. Evaluating the effectiveness of the programs.

Adult Ministry

Providing specialized knowledge of resources and programming that meets the needs of adults.

Budget Preparation

Working from a defined project or operational plan, developing an estimate of the financial resources required that enables the effective management of the project or operation with the constraints of the funds available.

Building Renovation/Property Development

Planning, budgeting, staffing, gaining acceptance for, and implementing significant renovation or real estate development projects.

Children's Ministry

Providing specialized knowledge of resources and programming which meets the needs of children and their families.

Choir Directing

Planning and directing choirs and ensembles. (Adult, youth, children, handbell and/or praise band) with a sensitivity and concern for individuals and the church. Training choirs and ensembles and selecting appropriate music.

Communication (Written/Oral)

Expressing ideas, beliefs, and feelings in individual and group situations; adjusting language or terminology to intended audience and creating an enthusiastic response.

Community Ministries

Working directly with local community groups to establish programs responsive to local needs. Supporting a community or group by enabling the local leadership to emerge, flourish, and accomplish its own goals.

Community Service and Leadership

Leading in civic, interfaith activities related to issues impacting the community and the world.

Conflict Management/Mediation Skills

Negotiating or assisting in the constructive resolution of differences, bringing individuals, groups, or congregations together to identify interests, reframe issues, and work collaboratively seeking resolutions to differences.

Congregational Communication

Developing and monitoring the communication needs of the congregation and satisfying those information needs using a variety of media within appropriate budgetary and timing criteria.

Congregational Fellowship

Helping members and groups come together, know one another, have the opportunity to love and support one another, in response to God's call upon their lives.

Congregational Home Visitation

Planning for and participating in the visitation of members, prospective members, and members with special needs.

Congregational Redevelopment/Transformation

Working with the leadership, members and the community to transform the ministry of the congregation. Transformation is a redirection of the energies of the entire congregation to meet the new realities of the members and the community

Corporate Worship & Administration of Sacraments

Ordering worship and the administration of the sacraments in fresh and creative ways consistent with the Reformed Tradition.

Counseling

Helping both members and others to move toward spiritual maturity and increased comfort in a time of stress by listening, making appropriate responses, and, when needed, making referrals.

Cross Cultural Collaboration/Cultural Proficiency

Working across cultural and economic lines valuing all colleagues' views, and fostering joint decision making to solve problems by openly sharing information, building equity in team roles/relationships.

Curriculum Building

Developing a program of educational experiences that serves as the basis for the theological and biblical development of the members of the church/organization. The ability to adapt, plan and write curriculum for various age groups.

Defining Program Needs

Analyzing the educational or other programmatic needs of an organization or group of individuals.

Development of New Educational Experiences

Creating, evaluating, and refining new educational experiences based upon a needs analysis of the church/organization.

Ecumenical and Interfaith Activities

Working with other religious groups and their leaders to accomplish a common goal that fosters mutual understanding.

Evaluation of Program and Staff

Assessing specific programs and/or staff; encouraging and facilitating an environment of accountability, recognition, openness, and constructive feedback.

Evangelism

Leading persons to share faith in Christ as a personal savior and encouraging their identification with, and participation in the church and community.

Facility Management

Organizing and overseeing the maintenance of a physical property or building.

Family Ministry

Providing specialized knowledge of resources and programming that meets the needs of families.

Financial Management

Guiding and monitoring the investment, expenditure, or allocation of church or organization funds so the group's financial objectives are achieved.

Fundraising

Developing methods and programs to finance the work of a church or organization through donations and contributions from individuals and organizations.

Governing Body Ministry

Working with presbytery, synod and general assembly committees in shaping and implementing their ministries.

Group Process Facilitation

Guiding the process in a way that enables a group to define their goals, needs, concerns, etc., and to combine their gifts to achieve the desired needs.

Hospital and Emergency Visitation

Visiting persons in crisis to offer spiritual support and pastoral presence.

Information Technology

Utilizing modern computer and telecommunications facilities, programs, and resources to accomplish functions on a cost-effective basis.

Instrumental Music

Ability to play a musical instrument for worship services, (i.e. organ, piano, other).

Involvement in Mission beyond Local Church

Identifying specific projects or programs that enable persons and/or groups to support, study, and participate in the church's worldwide mission.

Leadership Development

Recognizing and calling forth potential of persons as leaders of the Church's ministry and providing opportunities for their training, development, and growth.

Leadership of Staff/Volunteers

Working with staff and volunteers to develop a vision for the church's/organization's future by creating a climate of involvement and enthusiasm.

Leading Music Ministry

Providing leadership for the church's music program with a sensitivity and concern for individuals and the church. Participating in worship planning with staff. A demonstrated knowledge of the theology and practice of Presbyterian worship and the music appropriate to enhance this tradition.

Legal/Tax Matters

Knowledge of and experience with current civil law and IRS regulations as they apply to church/non-profit context.

Management of Building Usage

Overseeing the scheduling and application of building resources to meet the needs of users. Developing plans for expansion, remodeling, or additional furnishings if needed.

Management of Equipment Resources

Defining needs, purchasing, and overseeing the use and maintenance of equipment.

New Church Development

Working with the presbytery and others to develop a new and viable church that fosters a people of faith who minister to the community and world.

Office Management

Overseeing the ongoing work of an office staff to meet schedules, budgets, and to ensure efficient operations.

Older Adult Ministry Providing specialized knowledge of resources and programming that meets the needs of older adults.

Organization/Administration

Ability to manage data, events, projects with appropriate attention to detail and meet deadlines.

Organizational Leadership and Development

Identifying strengths and weaknesses in an organization's structure, culture, processes, capabilities. Developing a strategic plan to increase effectiveness. Working with staff or volunteers to implement systems that result in improvements in quality, timeliness, or efficiency of operations.

Parliamentary Expertise

Understanding and appreciating parliamentary procedures, and Roberts Rules of Order. Experience in applying to congregational and middle governing body contexts.

Pastoral Care

Providing support to members and constituents as they wrestle with the events of their lives.

PCUSA Polity/Constitutional Knowledge

Understanding and appreciating Presbyterian Form of Government. Experience in applying to congregational and middle governing body contexts.

Preaching

Interpreting the biblical text to the contemporary situation; bringing it to bear in the congregation's life and work.

Problem Solving/Decision Making

Systematically breaking down problems or opportunities into components by identifying relevant issues, fact-finding, and recognizing connections. Generating options, evaluating them and selecting the "best" one for implementation.

Project Management

Developing a workable plan for accomplishing a specific objective. Monitoring and facilitating progress in implementing the plan. Modifying the project objectives and resource needs as the plan unfolds.

Public Relations

Working to ensure that the image and work of the entity is publicly known and awareness of the entity's mission and or ministry increases in the broader community.

Rural Ministry

Providing pastoral leadership to congregations located in isolated or sparsely populated areas. Appreciation for the natural environment and rural life, ability to cope with isolation, willingness to travel significant distances, relational leadership style, strong people skills.

Scholarship/Publishing

Writing and publishing in one's field of expertise for the church and the academy. Participating in guild meetings and activities. Setting standards of academic excellence.

Small Membership Church Ministry

Providing pastoral leadership to congregations with fewer than 100 active participants. Demonstrates relational leadership style, flexibility, strong people skills. Enjoys visitation and fellowship opportunities.

Spiritual Development

Providing personal spiritual care, resources, guidance, and leadership for persons seeking to deepen their faith in Jesus Christ.

Staffing/Human Resources

Identifying the skills, knowledge, and attitudes needed to accomplish the functions of a church/organization and acting to identify and recruit persons for particular positions.

Stewardship and Commitment Program

Challenging members to develop a lifestyle that demonstrates responsible stewardship and motivating them to work and contribute their resources to the work of the Church.

Strategic Planning

Working with the Session or organization to develop directional goals and activities that shape the future and relate to the church's/organization's fundamental decisions.

Teaching

Providing instruction and/or educational experiences that increase theological and biblical awareness, skill and motivation to continue learning.

Training Volunteers

Delivering specialized training that suits the skills and knowledge needs, constraints, and sensitivities of non-paid workers in the church/organization.

Transitional/Interim Leadership

Has special training and skills to assist church organizations or governing bodies in developmental and process tasks during the time between leaders.

Urban Ministry

Providing pastoral leadership to congregations located within urban/inner city areas. Skills include community assessment skills, understanding congregations as systems, community organizing and development skills, accessing resources, and sensitivity to cross-cultural environments.

Young Adult Ministry

Providing specialized knowledge of resources and programming that meets the needs of young adults.

Youth Ministry

Providing specialized knowledge of resources and programming which meets the needs of youth and their families.

INTERVIEW GUIDE

A Guide for Clearance Interviews and for PNCs

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

PERSONAL MOTIVATION: Having a desire to do well; commitment to excellence; persistence and stick-to-itiveness; having initiative and aggressiveness without the negative connotations; having a willingness to work long and hard; being a self-starter with a willingness to build from nothing; having a high energy and vitality; physical stamina

- a. In what ways have you attempted to make yourself more effective in your job or ministry? How have you become more effective?
- b. Describe your most important accomplishments. How did you go about reaching your goals?
- c. Describe your typical work week. How much time and effort do you put in?
- d. Describe your ideal work or ministry assignment about the time you came closest to having this kind of assignment and what you found rewarding about it.
- e. Tell me about a time when you maintained focus on a primary task, although you attended to other responsibilities as well. Describe this situation for me.

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

CREATING OWNERSHIP OF MINISTRY: instilling a sense of personal responsibility in the people for the growth and success of ministry; training leaders to reproduce leaders; helping people to “buy in” and feel responsible for the growth and success of the church; gaining commitment of the people to the vision; establishing a congregational identity; avoid stereotyping a congregation by imposing unrealistic goals for which it cannot claim ownership.

- a. In what ways have you motivated your people to commit themselves to growth goals? How have you accomplished this?
- b. How do you typically give ministry away?
- c. What steps have you taken to ensure that your ministry would flourish in your absence?
- d. Describe someone you developed who is now reproducing other disciples. How did you develop that person and what kind of results is he or she having?
- e. Tell me about your best effort in moving people beyond a maintenance mentality of ministry.

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

REACHING THE UNCHURCHED: ability to develop rapport, break through barriers and encourage unchurched people to examine themselves and commit to a walk with God; communicating in a style that is understood by the unchurched; understanding the “psychology” or mentality of the unchurched; moving and functioning in the “personal space” of the unchurched without fear; quickly getting to know the unchurched on a personal level; breaking through the barriers erected by the unchurched; handling crises faced by the unchurched.

- a. In what ways do you typically associate with unchurched people?
- b. How do you convey a positive Christian witness without demeaning unchurched people?
- c. Describe a time when you reached an unchurched person who erected significant barriers to you. How did you handle these “barriers”?
- d. What guidance or training do you give to other Christians to reach the unchurched?
- e. How do you create a seeker sensitive environment in your church? What specific steps do you take?

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

SPOUSAL COOPERATION: creating a workable partnership that agrees on ministry priorities, each partner's role and involvement in ministry and integration of ministry with family life; having an explicit agreement regarding each partner's respective roles and involvement in ministry; having explicit rules regarding the use of home as an office; evaluating the consequences of ministry demands upon the children; functioning as a team through individual and collective action; having a strategy for dealing with strangers; modeling wholesome family life before church and community; agreeing upon and sharing the ministry vision; deliberately planning and protecting private family life.

- a. How do you and your spouse balance the competing demands of ministry and family?
- b. Describe the major tensions and stresses in your marriage. How do you and your spouse deal with them?
- c. In what ways is your home and family integrated into ministry?
- d. How do you and your spouse use your gifts and talents to complement each other in ministry?
- e. How do you and your spouse make major decisions?

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

RELATIONSHIP BUILDING: taking the initiative in getting to know people and deepening relationships as a basis for more effective ministry; responding with urgency to expressed needs and concerns of people; displaying Godly love and compassion to people; getting to know people on a personal basis; making others feel secure and comfortable in one's presence; not responding judgmentally or prejudicially to new people; appreciating and accepting a variety of persons; spending quality time with present parishioners without overstepping them for new people.

- a. To what extent are you the initiator in developing relationships? Tell me about the last relationship you built.
- b. How do you help others to develop relationships?
- c. What steps do you take in helping people feel secure, trusting and open with you?
- d. Tell me about a relationship you salvaged after a conflict or falling out with the person.
- e. Describe a relationship you initiated and built with someone who was radically different from you.

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

RESPONSIVENESS TO COMMUNITY: adapting the ministry to the culture and needs of the local residents; understanding the culture of the community; identifying and assessing community needs; responding to community needs on a priority basis such that resources are most efficiently used; determining successes and failures of other organized religious attempts to respond to community needs; not confusing what the community needs with what the church wants to offer; acquiring an understanding of the character and “pulse” of the community; adapting the philosophy of ministry to the character of the community.

- a. How do you put your fingers on the pulse and culture of the community surrounding your church: Or the community in which you live?
- b. How have you used social outreach as a tool of church growth?
- c. How have you ministered in ways that improve the quality of life in your community?
- d. How have you shifted church priorities to be responsive to needs in the local community?
- e. What methods and techniques have you employed to assess the needs of your community?

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

UTILIZES GIFTEDNESS OF OTHERS: equipping and releasing people to do ministry according to their spiritual gifts; discerning of spiritual gifts in others; matching the gifts of people with ministry needs and opportunities; delegating effectively in areas of personal limitation; avoiding personal overload by delegating effectively; not prematurely assigning ministry assignments before people are adequately equipped; not placing unwarranted restrictions on others' spiritual giftedness

- a. How do you help lay people discover their spiritual gifts?
- b. What process do you use to match individuals with ministry opportunities?
- c. Describe a situation in which you misplaced someone in ministry. What were your errors in judgment and how did you later use the experience to your advantage?
- d. How do you cultivate giftedness in others?
- e. How do you determine when lay people are ready to be released to use their gifts?

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

FLEXIBILITY AND ADAPTABILITY: ability to adjust to change and ambiguity, shift priorities when necessary and handle multiple tasks at once; coping effectively with ambiguity; coping effectively with constant and abrupt change; adapting oneself and one's methods to the uniqueness of the particular church planting project; shifting priorities and emphasis during various stages of church growth; doing "whatever" is necessary "whenever" necessary.

- a. Describe a situation in which you coped with ambiguity while adhering to a theoretical framework.
- b. Tell me about a demanding period in your life. How did you manage the multiple demands upon you?
- c. How do you see that your work gets completed when emergencies or other unforeseen circumstances disrupt it?
- d. Describe the most recent ministry innovation or perspective that you have adopted.
- e. When has your resistance to change proven to be counterproductive?

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

RESILIENCE: ability to sustain oneself emotionally and physically through setbacks, losses, disappointments and failures; experiencing setbacks without defeat; riding the ups and downs, i.e., attendance; expecting the unexpected; rebounding from loss, disappointments and failure.

- a. How do you keep yourself going when the pressure gets thick?
- b. Tell me about the time when you were most unsuccessful in rolling with the punches.
- c. Describe your most unproductive period in ministry or on the mob.
- d. Describe a time when your expectations were high but the results were low. How did you react?
- e. When did defeat or failure get the best of you?

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

DEVELOPING FAITH FORMATION:

- a. How do you develop faith formation in other people?
- b. How do you help people integrate theological truths into personal lifestyle practices?
- c. Describe how you discipled someone on a one to one basis.

INTERVIEW GUIDE (RIDLEY)

A Guide for Clearance Interviews and for PNCs

COMMUNICATIONS SKILLS:

- a. What critical feedback have you received on your ability to speak in public?
- b. Describe your public speaking style.
- c. Compare and contrast your approaches to teaching and preaching.
- d. How have you modified your speaking to be more effective?

LEGAL & ETHICAL CONSIDERATIONS

There are a variety of legal and ethical considerations involved in personnel selection. Some of these principles were developed specifically for professional psychologists and other mental health professionals. Nevertheless, they are helpful to anyone involved in selection decision-making.

A complaint generally arises from an unsuccessful applicant who is outraged with the interview. The candidate may perceive that the interview is unfair, not job-related or as a subterfuge for discrimination; therefore, interviewers must behave in a manner that promotes perceptions of fairness.

Problematic interviewer behavior or questions often concern sex, race, age or disability. If you mistakenly ask questions similar to the following, consider throwing out the data you gathered. Better yet, do not ask these types of questions in the first place.

1. Sex

- Avoid questioning and language that is inappropriate for one gender.
 - ☞ Questions should be equally appropriate for both male and female candidates.
 - ☞ Reports should not distinguish candidates based on gender.
- Avoid paternalistic questioning and language.
 - ☞ How did you handle that as a woman?
 - ☞ My wife would . . .

2. Race

- Avoid comments or jokes about a candidate's race.
 - ☞ Questioning and reporting should not distinguish candidates based on race.
 - ☞ How does your culture . . . ?

Legal & Ethical Considerations

3. Age

- Avoid references to age in the interview and the report.
 - ☞ How has your age negatively impacted a ministry project?

4. Disability

- Avoid references to any physical disabilities in the interview and report.
 - ☞ What physical limitations do you have and how have you attempted to overcome them?

Interviewers must also evaluate and report in a manner that does not give perceptions of unfairness or illegal discrimination.

Unfair Discrimination

Federal laws and directives regulating personnel and human resource activities of organizations have a long history. The regulations began in 1887 with the Creation of the Interstate Commerce Commission (ICC). Many regulatory actions have taken place since that time. Since the 1960s, for example, legislation enacted by the federal government has sought to rectify unfair employment practices. Therefore, the purpose of federal regulation is to ensure equal employment opportunity. Personnel decision-makers need to understand their rights and legal obligations. They also need to ensure that their selection practices are consistent with legal guidelines.

In this section, we describe the major laws concerning personnel selection. We highlight the major features of these laws rather than describe them in exhaustive detail. Readers who want more in-depth discussions are referred to two excellent resources: *Applied Psychology in Personnel Management (3rd ed)* by Wayne Cascio and *Human Resource Selection (3rd ed)* by Robert Gatewood and Hubert Field.

Legal & Ethical Considerations

Federal Regulations Relevant to Personnel Selection in Religious Organizations

Title VII Civil Rights Act of 1964
Civil Rights Act of 1991
Age Discrimination in Employment Act of 1967
Americans with Disabilities Act of 1990
Immigration Reform and Control Act of 1986
U.S. Constitution Fifth Amendment
U.S. Constitution Fourteenth Amendment

The above table lists the seven laws that we describe. The purpose of federal laws, as previously mentioned, is the elimination of unfair discrimination.

Title VII Civil Rights Act of 1964

This act prohibits discrimination in hiring, placement and promotion on the basis of sex, race, color, religion or national origin. The law applies to private employers, unions, employment agencies, joint labor-management committees that direct apprenticeship and training programs and state and federal governments. Private clubs, religious organizations and places of employment connected with Indian reservations are not covered by Title VII. An amendment in 1978 prohibits discrimination based on pregnancy, childbirth or related conditions.

Civil Rights Act of 1991

This act amended the Civil Rights Act of 1964, and it strengthens other federal civil rights laws. The law greatly increased the plaintiff's burden of proof in many discrimination cases. It also permits victims of intentional discrimination to sue for both compensatory and punitive damages. Finally, it makes it unlawful for employers to adjust test scores or use different cut-off scores in employment or promotion based on race, color, religion, sex or national origin.

Legal & Ethical Considerations

Age Discrimination in Employment Act of 1967 (ADEA)

This act prohibits discrimination against people who are over 40 years old. The act has been amended four times. The act is based upon the premise that huge differences exist among workers of all ages. Therefore, ability to perform, rather than age, should be the critical factor in personnel decisions. The act also prohibits mandatory retirement, except under certain conditions.

American with Disabilities Act of 1990 (ADA)

This act prohibits discrimination against individuals who have disabilities in all areas of employment. Individuals with disabilities are those who: have a physical or mental impairment substantially limiting one or more major life activities, have a record of impairment, or are considered to be so impaired.

Immigration Reform and Control Act of 1986

This act bans the knowing employment of unauthorized aliens. It has antidiscrimination provisions that guard against discrimination of "foreign-looking" job applicants. The law also provides for the preferential selection of a United States citizen or national over an equally qualified non-citizen. Fifth and Fourteenth Amendments to the Constitution prohibit employers from depriving employment rights without due process. Both amendments apply to all citizens, unlike other laws that apply to protected groups. The Fifth Amendment addresses the federal government, and the Fourteenth Amendment addresses state and local governments.

Report of the Search Committee

We have investigated a number of candidates for this ministry,
but we regret to report that none seems suitable.
Here are the comments on those we have considered thus far.

NOAH – Has 120 years of preaching experience but not a single convert.

MOSES – Stutters. Also loses temper. Can be very violent.

ABRAHAM – Goes to Egypt in hard times. Known to lie when in trouble.

RUTH – From another denomination. Didn't make the cut for the OPRAH Winfrey Show.

DAVID – Immoral. Might be considered for Minister of Music if he had not fallen.

SOLOMON – A reputation for wisdom but does not practice what he preaches.

ELIJAH – Inconsistent. Folds when under pressure. Retreats into caves.

ISAIAH – Has unclean lips; admitted it in a worship service.

JEREMIAH – Too emotional. Cries a lot. Alarmist. "Pain in the neck," some say.

AMOS – No seminary training. Should stick to animal husbandry.

JOHN THE BAPTIZER – Popular, but lacks tact and dresses like a hippie. (Considering his diet, would not be happy at church suppers.)

PETER – Actually denied he knew Christ. Could not lead evangelism committee.

PRISCILLA – More gifted half of clergy couple. Potential for conflict.

PAUL – Preaches well, but contemptible appearance. Long sermons, people sleep.

MARY OF MAGDALA – Church not ready for a woman. Exorcised of seven demons, but what about PMS?

JESUS – Offends large segments of the audience when he preaches. Very controversial. He even offended the search committee.

JUDAS – Practical. Leadership abilities. Served on an executive committee. Good with money. Cares for the poor. We were ready to make him our choice when he suddenly died. You never know about some people.

DRAFT

A HANDBOOK
FOR
PASTOR NOMINATING COMMITTEES
AND
SESSIONS OF CHURCHES SEEKING PASTORS

Adapted from
National Capital and Pittsburgh Presbyteries
Committees on Ministry

To be used in conjunction with *On Calling a Pastor*,
a publication of the Presbyterian Church (USA).

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RESOURCES

This handbook sets out the policies and practices on calling pastors and associate pastors in Muskingum Valley Presbytery. It supplements and should be used in conjunction with the more general guide, ***On Calling a Pastor: A Manual for Churches Seeking Pastors***, a publication of the Presbyterian Church (USA) Churchwide Personnel Services. Where the two publications differ, the Presbytery's policy rules. We also recommend that each PNC have access to ***Searching for a Pastor the Presbyterian Way***, by Dean Foose. Information on these and other recommended resources is below.

PRINT RESOURCES

- ***On Calling a Pastor: A Manual for Churches Seeking Pastors***. PCUSA Churchwide Personnel Services, 2000. 36 p. Free. Download from http://pcusa.org/clc/pdf/Calling_Pastor.pdf. Order free paper copies from Presbyterian Distribution Service, 800-524-2612.
- ***Searching for a Pastor the Presbyterian Way***, by Dean E. Foose. Geneva Press, 2000. 114 p. \$9.95. Order from Presbyterian Publishing Corporation, 800-227-2872 or www.ppcpub.com.
- ***The Alban Guide to Managing the Pastoral Search Process***, by John VonHof. Alban Institute, 1999. 124 p. \$14.95. Order from the Alban Institute, 800-486-1318 or www.alban.org.
- ***On Seeking a Call: A Manual for Church Professionals Considering New Ministries***. PCUSA Churchwide Personnel Services, 2001. Free. Download from http://pcusa.org/clc/pdf/Seeking_Call.pdf. Order free paper copies from Presbyterian Distribution Services, 800-524-2612.
- ***Church Leadership Connection Handbook***. PCUSA Office of Call Referral Services, 2001. Download from <http://horeb.pcusa.org/cps/CLCHandbook/index.htm>.

WEB SITES

- ***Presbyterian Church (USA)*** www.pcusa.org
- ***Churchwide Personnel Services*** (Ministry & Vocations) www.pcusa.org/navigation/ministryvocations.htm
- ***Church Leadership Connection***. www.pcusa.org/clc/
- Provides access to "Opportunity Search" database of active CIFs (no password required); blank CIF and PIF forms; Church Leadership Connection staff and resources; log-in for submitting, editing, and approving CIFs (passwords required); and other materials on the search process.
- ***PC(USA) Seminaries*** <http://www.pcusa.org/seminaries/index.htm#1> Links to the web sites of all PC(USA) theological institutions.
- ***Muskingum Valley Presbytery*** www.muskingumvalleypresby.org

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GLOSSARY

- **CIF-CHURCH INFORMATION FORM.** The form containing data which describes the mission and ministry of a particular congregation, together with a description of the skills, experience, and interests needed to meet the expectations held for the pastor-elect.
- **CLC-CHURCH LEADERSHIP CONNECTION.** The Internet-based computer system provided by the General Assembly Call Referral Services office of the Presbyterian Church (USA). Through this system, Pastor Nominating Committees submit Church Information Forms, ministers submit Personal Information Forms, and matching is done either by Call Referral Services staff or the Presbytery office. The system also places Church Information Forms in an "Opportunities Search" database, accessible on the Internet at www.clc.pcusa.org.
- **COM-COMMITTEE ON MINISTRY.** The committee of elders and ministers of the Word and Sacrament elected by Presbytery which is responsible for the concerns of the ministers of the Word and Sacrament and congregations of the Presbytery. It is the group having the first decision in all processes of Presbytery regarding the calling, establishment and dissolution of all pastoral relationships (in some cases, the final decision when it acts on behalf of the Presbytery).
- **CPM-COMMITTEE ON PREPARATION FOR MINISTRY.** The Presbytery committee with oversight for candidates for the ministry of Word and Sacrament.
- **CRS-CALL REFERRAL SERVICES.** The office within the General Assembly of the Presbyterian Church (USA) responsible for assisting PNCs in conducting searches and completing calls. Maintains the Church Leadership Connection computer system.
- **EEO/AA EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION POLICY.** A plan designed by the Presbytery to assist PNCs in giving serious consideration to racial/ethnic persons, persons with disabilities and women.
- **MVP: MUSKINGUM VALLEY PRESBYTERY** The regional body of which your congregation is a part. MVP provides support and oversight for 94 congregations in Central Eastern Ohio, and is one of eleven presbyteries across Ohio and Michigan that forms the Synod of the Covenant.
- **PIF PERSONAL INFORMATION FORM.** The form containing data on a particular minister (or a candidate for the ministry).
- **PNC/APNC/DPNC: PASTOR NOMINATING COMMITTEE, ASSOCIATE PASTOR NOMINATING COMMITTEE or DESIGNATED PASTOR NOMINATING COMMITTEE.** Elected by the congregation and reports to the congregation, NOT Session. However, it Responsible for presenting to the congregation a candidate for the position to be filled.

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HOW TO CALL A PASTOR: An Outline

CIF = Church Information Form

EEO-AA = Equal Employment Opportunity - Affirmative Action

CLC = Church Leadership Connection

PIF = Personal Information Form

COM = Committee on Ministry

PNC = Pastor Nominating Committee

- 1. Pastor leaves, or COM approves a new position, creating a vacancy.**
 - a. COM conducts an Exit Interview with Session and Departing Pastor
 - b. COM works with Session to provide for transitional leadership
 - c. COM or Presbytery Staff representative meets with Session to explain the search process and EEO-AA policy
 - d. Session endorses policy and Clerk attests to vote on EEO-AA form
- 2. The PNC is elected.**
 - a. Session writes COM requesting permission to call a Congregational Meeting to elect PNC (after the departure of the former pastor, often upon completion of mission study)
 - b. COM grants permission to elect PNC and appoints a liaison to work with PNC
 - c. Slate of PNC candidates, broadly representative of congregation, is developed (not more than 9, ideally 5-7 members) usually by the church's Officer Nominating Committee
 - d. Liaison or COM representative attends Congregational Meeting to explain search process and EEO-AA policy to congregation
 - e. Congregation endorses policy and Moderator attests to vote on EEO-AA form
- 3. The PNC begins its work.**
 - a. Liaison convenes first meeting of PNC ; PNC elects leadership and organizes itself
 - b. COM representative leads PNC in a discussion on the Theology of the Call and the EEO-AA policy, focusing on what it means to call a pastor
 - c. PNC endorses EEO-AA policy and PNC Chair attests to vote on EEO-AA form.
 - d. Session works with PNC on CIF parts regarding church's mission, position description, and parameters for salary negotiations
- 4. PNC completes the CIF.**
 - a. Session, COM Liaison, and General Presbyter approve the CIF
 - b. PNC emails approved CIF, signed by Clerk, Liaison, and PNC Chair, to Presbytery office.
 - c. PNC submits CIF electronically on Church Leadership Connection; Clerk and COM approve the CIF electronically
 - d. Church Leadership Connection adds CIF to database and performs initial match with PIFs
 - e. Presbytery adds position notice (with link to CIF) to its website

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5. PNC identifies and interviews promising candidates.

- a. PNC receives and evaluates PIFs received through computer matching, self-referral, advertisements in church publications and at seminaries, networking with other Presbytery execs, word-of mouth
- b. PNC reviews sermon tapes; may conduct preliminary telephone interviews or arrange anonymous visits to hear candidates; conducts reference checks
- c. PNC requests Presbytery reference checks on final candidates
- d. PNC interviews final candidates in person, hears them preach at neutral pulpits
- e. At time of interview, PNC liaison schedules an Area COM Clearance Interview
- f. If cleared, asks Stated Clerk or General Presbyter to order background check on candidate
- g. Pastor, as Head of Staff, participates in interview if position to be filled is Associate Pastor

6. PNC selects a final candidate.

- a. PNC negotiates terms of call
- b. PNC sends the candidates PIF, statement of faith, terms of call to the COM Credentials team
- c. PNC notifies Call Referral Services of their desire to stop receiving PIFs

7. The call is approved by COM.

- a. COM Credentials team gives approval, allowing Session to call (note: if there are any concerns regarding the call, COM may request to interview the candidate; costs will be covered by the church)
- b. Congregational Meeting for PNC to present the candidate

8. The call is approved by the congregation.

- a. Candidate may preach trial sermon and meet with church officers/members prior to Congregational Meeting
- b. PNC presents candidate to congregation, who vote on candidate and terms of call (one vote, with candidate excused)
- c. Moderator attests to congregation's actions and Clerk completes formal call forms and returns them to Presbytery Office asap

9. The call is approved by the Committee on Ministry, acting on behalf of the Presbytery, and the candidate received.

- a. COM Credentials approves call at a regular meeting, and, if candidate is not a member of MVP, receives the minister on behalf of Presbytery
- b. Presbytery informs Call Referral Services, requests that CIF be removed from Church Leadership Connection database, and removes notice from MVP website
- c. PNC sends completed EEO-AA report to Stated Clerk of Presbytery.

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- d. PNC seals all materials related to the chosen candidate, including references, and stores them in a secure place. PNC destroys all other PIFs, references, interview notes, and reference check notes
- e. If all is in order, Presbytery, having approved terms of call, receives the minister
- f. The new pastor begins work with the congregation, with PNC providing support for the transition

10. The new pastor is installed.

- a. New pastor presents plans for installation to COM
- b. COM, on behalf of Presbytery, approves installation plans
- c. The new pastor is installed by Presbytery in cooperation with the congregation, at a time when other members of Presbytery are able to attend; COM policy is not to approve installation services scheduled for Sunday morning.
- d. A colleague in ministry is appointed by COM to support the new pastor through the first year of ministry
- e. Pastor, in addition to Presbytery meetings, participates in both Presbytery orientation and bi-annual professional misconduct training.
- f. Area COM conducts end of year review with pastor and Session upon completion of first year.

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CALLING AN ASSOCIATE PASTOR OR CO-PASTOR

The same steps are followed in calling an Associate Pastor or Co-Pastor as in calling a Pastor. The primary difference is the role of the Pastor in the process. Because there should be consultation with the Pastor for sharing in the ministry of the church, he/she participates as fully in the search process as he/she wishes. It is equally important that the Pastor honor the autonomy of the PNC and its role as a committee of the congregation.

The Committee on Ministry recommends that the Pastor and the PNC discuss the nature and extent of the Pastor's role in the search at the beginning of the process. At the very least, the Pastor:

1. must be kept abreast of progress by the PNC chair and COM liaison in the search, screening, and selection process;
2. must interview the PNC's final candidates; and,
3. must, as head of staff, attend the COM clearance interview along with the
4. candidate, the PNC, and the COM liaison.

Participants in the search process should also bear in mind that:

1. the official relationship of an Associate or Co-Pastor with the congregation is not dependent on the Pastor; and
2. an Associate is ineligible to succeed the Pastor (G-14.0501).

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SUGGESTED PROCEDURE FOR A DUAL SEARCH FOR A CHRISTIAN EDUCATOR POSITION OR AN ORDAINED ASSOCIATE PASTOR

The “Dual Search” process enables a church to seek an Educator from among both Christian Educators and ordained (or ordainable) Ministers of the Word and Sacrament. The same steps are followed in a dual search as in calling pastors and associate pastors, with two distinctions.

1. The search committee must complete two CIFs, one for a Christian Educator and one for an Associate Pastor position.
2. If the candidate selected is a Christian Educator, he/she will be hired by the Session, rather than called by the congregation and the Presbytery.

Steps in the Dual Search process:

1. A representative from the Session of the calling church contacts the Committee on Ministry to request permission to form a Nominating Committee. If the position to be filled is a new one, the church also requests permission to create the position.
2. A representative from COM meets with the Session to explain the dual search process and the Equal Employment Opportunity/Affirmative Action policy. The Session votes to affirm the policy.
3. COM grants permission to form a Nominating Committee, informs the local congregation of its decision and appoints a liaison. It is strongly suggested that the liaison be familiar with the Educator Vacancy process and strengths of an educator and pastor, i.e. certification and ordination.
4. The congregation forms a Nominating Committee according to the *Book of Order* for calling an ordained person.
5. The calling church becomes a part of the COM partnership, following the procedure, guided by the liaison.
6. The Nominating Committee continues its work, completing both a Church Information Form for an ordained position and one for an Educator; receiving and evaluating PIFs; and interviewing and selecting a candidate.
7. The candidate is selected.
 - a. Ordained persons are members of the Presbytery, are called by the congregation and Presbytery, and must follow the process for calling pastors and associate pastors.
 - b. Educators are hired by the Session of the local congregation and follow the educator's process.

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WHO DOES WHAT: Responsibilities during a Pastoral Vacancy

1. The Session

- may conduct a mission study or goal setting process for the church
- consults with Presbytery in beginning the pastoral search
- makes written request to the COM to elect a PNC
- affirms its support of the EEO/AA policies of the denomination and Presbytery
- provides a process for the congregation to elect a Pastor Nominating Committee
- assists the PNC in drafting a job description, approves the compensation package, and provides a budget for PNC expenses
- reviews and approves the completed Church Information Form
- supports the PNC with prayer and respects the confidentiality of the search process
- calls the congregational meeting to hear the PNC's report and elect the new pastor

2. The Interim Pastor (if one is employed)

- carries on the ministry of the church and preparing it to receive a new called pastor
- may assist with a mission study
- supports and prays for the PNC, but is not directly involved with its work
- cannot be called as pastor

3. The Senior Pastor (in the case of an Associate Pastor search)

- participates in the search process to the extent that he/she determines is appropriate
- honors the independence of the PNC
- is kept abreast of the progress of the PNC by PNC Chairperson
- at the very least, interviews the final candidates and must attend the Area COM clearance committee interview, along with the candidate, PNC, and liaison

4. The Pastor Nominating Committee

- may oversee mission study process if asked by Session to do so
- completes Church Information Form
- reads and evaluates Personal Information Forms from potential pastors
- interviews and does reference checks on candidates of interest
- selects a candidate to place in nomination before the congregation
- provides support to new pastor during the transition period

5. The Congregation

- elects the PNC and votes on the call of the new pastor
- prays for PNC and respects its confidentiality
- votes to call the pastor

6. Presbytery's Committee on Ministry

- recommends to Presbytery a moderator of Session, if needed
- provides names of potential pulpit supplies and/or interim pastors

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- grants permission for a church to elect a PNC
 - appoints a liaison to work closely with church through the entire vacancy process
 - does Presbytery-to-Presbytery reference checks on candidates before they visit
 - General Presbyter or Stated Clerk orders and reviews background check on final candidates
 - conducts clearance interview through Area COM on selected candidates at time of neutral pulpit and site interview
 - approves call through Committee on Ministry, on behalf of Presbytery
 - approves call and installation plans on behalf of the Presbytery
 - appoints colleague in ministry for first year
 - conducts end of year review with pastor and session upon completion of first year
7. **General Assembly Call Referral Services:** (1-888-728-7228)
- maintains Church Leadership Connection, a computer system through which PNCs submit CIFs, ministers submit PIFs, for purposes of matching and advertising vacancies

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CONSTITUTING A PASTOR NOMINATING COMMITTEE

1. The Pastor Nominating Committee (or Associate or Designated Pastor Nominating Committee) normally is normally composed of 5 to 7 people (no more than 9).
2. Nominations for the PNC are best made by the congregation-wide Nominating Committee, the group that nominates the church's elders, deacons and trustees. The Nominating Committee should provide a mechanism for the congregation to suggest names. In smaller congregations, the session may develop the slate.
3. PNC members should be broadly representative of the entire congregation (*Book of Order*, G-11.0502d), and committed to the mission and vision of the congregation. The committee should include both an elder currently serving on session (and a deacon, if there is a Board of Deacons).
4. Those asked to serve on the PNC should be made fully aware of the responsibility involved and the qualities needed, including the following.
 - a. The search process may take 12-18 months, with the PNC meeting weekly most of that time.
 - b. The work involves preparing a Church Information Form, reviewing as many as 75-100 Personal Information Forms, interviewing candidates, hearing them preach, and checking references.
 - c. There may be out-of-town travel on weekends to hear candidates preach and interview them.
 - d. Members should be both actively involved in the life of the church and also able to assume this additional responsibility.
 - e. The work of the committee must be kept absolutely confidential, even from family members.
 - f. Members must be willing to support the denomination's and Presbytery's EEO/AA policies.
 - g. Members must be willing to follow process and work with others, both within the congregation and the presbytery.
 - h. Members must be willing to work towards consensus, putting the best interests of the congregation over personal interests.
 - i. Members should understand that they will be involved in a calling process whereby the PNC seeks to discern God's call for new leadership in the church, rather than simply a hiring process.

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PROCEDURE FOR CONGREGATIONAL MEETING TO ELECT A PASTOR NOMINATING COMMITTEE

- 1. Opening prayer.**
- 2. Organization of the meeting:**
 - a. Explanation by the Moderator of his/her role on behalf of Presbytery
 - b. Moderator determines if a quorum is present.
 - c. Announcement by the Moderator that the Clerk of Session is to serve as Secretary of the meeting. If the Clerk is not present, a Secretary Pro-tem must be elected or appointed with the approval of the congregation.
 - d. Reading of the call for the meeting by the Clerk and certification that public notice of the call has been given at least ten (10) days in advance, in accordance with G-7.0303.
- 3. Motion to establish a new position (or call a designated pastor) if this has not been done at a previous congregational meeting.**
- 4. Vote by congregation on the above motion when applicable.**
- 5. Explanation by the COM Liaison of the procedure for securing a new Pastor (or Associate or Designated Pastor), highlighting:**
 - a. EEO/AA presentation
 - b. relationship of the PNC to COM (G-11.0500 to G-11.0504)
 - c. manner in which names of possible candidates come to PNC
 - d. CONFIDENTIAL work of the PNC
 - e. how the PNC goes about considering the qualifications of candidates
- 6. Presentation of Presbytery's EEO/AA policy.**
 - a. Motion that the congregation signify its affirmation of the Book of Order, G-11.0502g, and its intent to follow Presbytery's EEO/AA program for calling a Pastor (Associate Pastor).
 - b. Discussion.
 - c. Vote on the motion by the Congregation.
- 7. Election of Pastor Nominating Committee**
 - a. Congregation votes first on size of PNC (5-7 recommended, no more than 9 members)
 - b. Presentation of the slate by the Session or the Nominating Committee of the church.
 - c. Nominations from the floor. Before a person's name is placed in nomination, that person should be contacted about his/her willingness to serve..
 - d. The vote. If ballots are used, tellers count them and report results to the Moderator who makes the announcement to the Congregation.
 - e. Motion to adjourn and closing prayer.

NOTE: PNC members will be asked to meet briefly with the Liaison immediately after the congregational meeting to agree on the time of the first PNC meeting. The Liaison shall convene the first meeting of the PNC to explain the Presbyterian process in detail. The PNC may then elect its chair, as well as secretary and treasurer.

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COMMISSIONING SERVICE FOR MEMBERS OF A PASTOR NOMINATING COMMITTEE

Presiding Minister: The following have been elected to the Pastor Nominating Committee of [name of] Church. We ask them to present themselves for commissioning to the task. With ministers of the Committee standing before the congregation, the presiding minister shall say: "In the Presbyterian Church (USA) our Constitution informs us that every church should have the pastoral services of a minister of the Word. When a minister resigns we are required to call a new minister by electing a Pastor Nominating Committee. This committee is charged with searching out and screening potential candidates and presenting one minister to the congregation as a candidate for pastor." In keeping with the Constitution of the Presbyterian Church (USA) and the custom of [name of] Church, you have been elected as a member of the Pastor Nominating Committee. You are asked to make answer to the following questions.

Presiding Minister: Do you accept the responsibility as a member of the Pastor Nominating Committee and promise faithfully to perform all the duties thereof?

Member: **I will.**

Presiding Minister: Will you seek to discover the will of God for our congregation so that the person God wants as minister here will be the one we call?

Member: **I will.**

Presiding Minister: Will you have an openness to consider all candidates without regard to sex, age, or marital status?

Member: **I will.**

The presiding minister will then address the congregation.

Presiding Minister: Will we pray for them, be patient while they search, and support them in every way.

Congregation: **We will.**

Presiding Minister: Will we acknowledge and respect the confidentiality of the task that is given to them?

Congregation: **We will.**

Presiding Minister: I now declare that you have been set aside and commissioned to find a candidate for Pastor of [name of] Church. Go with God in your search and may the Blessing of God - Father, Son and Holy Spirit be with you all.
AMEN.

THE CHURCH INFORMATION FORM (CIF)

See also *On Calling a Pastor*, pages 17-20.

General Information about CIFs

1. A CIF provides information about the position you are seeking to fill and your church and community. It is used to match your needs against those of pastors who are seeking churches, and to advertise your position on the Church Leadership Connection computer system.
2. It must be approved by your Session, COM liaison, and the General Presbyter before it is submitted. The PNC provides the Presbytery with a signed hard copy of the final CIF, and submits the CIF to the denomination electronically, using Church Leadership Connection.
3. Blank copies of CIF and PIF forms are available from the Churchwide Personnel Services web site (www.cps.pcusa.org), where they may be printed or downloaded as word processing documents.
4. You will determine the best way for your committee to tackle the job of completing the CIF. Most PNCs divide up the responsibility for drafting the document and then has one member refine it as a whole for consistency in style and substance.

Sources of information for completing the CIF

1. Active CIFs from other churches. You can find these by searching the "Opportunity Search" database on Church Leadership Connection (www.clc.pcusa.org). The MVP website (www.muskingumvallypresby.org) also lists all vacancies in this Presbytery, with links to the CIFs.
2. An old CIF for your church, if one exists.
3. Your Church Mission Study (or other planning documents).
4. Surveys of the congregation about needs and preferences for pastoral leadership and the direction of the church.
5. Input from church officers and other knowledgeable people in the congregation.

Guidelines

1. Give yourselves ample time to do a thorough job as this document is a potential candidate's first impression of your church.
2. Present a realistic picture of your church, including both its strengths and weaknesses. A competent minister may be more drawn to a challenge than to an easy situation.
3. Emphasize what is unique about your congregation, community, and possibilities for ministry.
4. Try to convey not only factual information, but something of the "feel" of your church, the level of energy for the church's ministry, and the community within which it exists.
5. Paint a portrait that will attract the kind of leadership your church needs for its next chapter of ministry. You may wish to ask your interim minister, if you have one, to read your CIF before submitting it to the Session. Is it clear and compelling to the kind of person you are seeking?

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6. **A word of caution:** The CIF imposes a 1500 character limit on the narrative questions and position descriptions which must be adhered to to avoid technical difficulties. Although the character limit is annoying, it does encourage clear thinking and succinct writing. *Note:* A “character” includes letters, numbers, punctuation and spaces. MS Word gives character counts that includes spaces. WordPerfect’s character count does not.

Notes on Part I

1. Part I of the CIF contains objective information about your congregation and community.
2. The Clerk of Session of your church can give you the Church/Organization ID (your church’s “pin number”), and can also help you gather the current statistical information.
3. Under Clerk of Session Details, provide an email address, if at all possible. This will speed the online approval of the document by the Clerk.

Notes on Part II

1. Part II contains the position description; the skills and experience required and desired; salary information; and narratives about the church’s mission, programs and accomplishments, the gifts and experience of your congregation, and key theological issues addressed in your church’s ministry.
2. Your Session will give direction about the mission statement, the position description, and the compensation package you can offer a new minister. The rest is up to you, drawing from resources within and without your congregation.
3. The Brief Church Mission Statement may be based on an existing mission statement for your church, or one that the PNC drafts with help from the Session. Consider questions like these: What are the core values of your congregation? What principles inform your programs and ministries? What impact does the congregation wish to have in the world?
4. Part one of the Position Description sets out the pastor’s responsibilities in broad scope (not every minute detail), as well as relationships to other staff and church committees. In writing position descriptions for Associate Pastors, care should be taken to avoid overlapping responsibilities.
5. The second part of the description describes the qualities, talents, and experience you are seeking in the pastor. As you write the position description, reflect on the portrait of your church that you have painted in the mission statement and the previous narrative questions. Is the position description consistent with this view of your church and its goals?
6. For explanations of the skill choices, consult the Skills Definitions, which is attached to the CIF. Some PNCs survey their congregations and/or Session for input on the skills choices.
7. In Compensation and Housing, enter both the maximum and minimum cash salary that your Session feels it can offer, and a separate figure for housing. The Session is responsible for providing this information, and it

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must be in compliance with Presbytery compensation guidelines. One way to estimate housing is to consider how much it costs for a family of four to live in a house that you would want your pastor to live in. Your church treasurer, personnel committee or COM liaison can help you with this section.

Submitting the CIF

1. The PNC completes the CIF and submits it to the Session and the COM liaison for approval.
2. The final, approved CIF is signed by the Clerk of Session, COM liaison, and PNC chair, and sent to the Presbytery, along with completed EEO/AA Form for Presbytery's files.
3. The PNC Chair and the Clerk of Session call the chair of the Committee on Ministry to get login IDs and passwords for accessing Church Leadership Connection, the denomination's computer system for submitting and matching CIFs (www.clc.pcusa.org).
4. The PNC submits the CIF online, following the instructions found on pages 19-20 of *On Calling a Pastor*.
5. The Clerk of Session and COM are notified either by email or phone to log in to the system to confirm approval of the CIF electronically. ***Note that even though your Session and COM liaison approved your CIF prior to submitting it on the Church Leadership Connection, the Clerk and COM must also attest to that approval online.***
6. Once approvals are made, the CIF is released to the "Opportunity Search" database and Call Referral Services performs the initial match of the CIF against PIFs in the system. The PNC is notified by email or phone to log in to the system to retrieve the matched PIFs. Additional matches can be requested online at the Church Leadership Connection.
7. ***For help, call the Presbytery office or Wilma Scott at PC(USA) Call Referral Services at 1-888-728-7228, x5738.***

ADVERTISING YOUR POSITION

The PNC will receive PIFs through the matching system on Church Leadership Connection and through self-referrals (pastors who have learned about your position and send a PIF to your PNC). Your church's vacancy will also be listed on the Presbytery's website, with a link to your CIF. To generate more interest in your position, you may wish to consider

1. **Placing ads in Presbyterian publications** such as *Presbyterian Outlook* and *Presbyterians Today*. Lead times may be as long as 6 weeks, so consider this idea early. Contact information for these publications is in the appendix.
1. **Contacting seminaries**. Most have placement offices that will post information about pastoral vacancies. An increasing number have web sites for posting vacancies and graduates' resumes. Contact information for Presbyterian seminaries is in the appendix.
2. **Enhancing your church's web site to attract candidates**. Your CIF contains your web site's address, as should any advertisements you publish. Place additional information about your congregation and community here.
3. **Networking**. Talk to friends and relatives, pastors, other Presbytery executives about your vacancy and your church. Ask if they know of pastors who might be a good fit. Encourage your congregation to do the same. Never underestimate the power of word of- mouth advertising!

PERSONAL INFORMATION FORMS

See also *On Calling a Pastor*, pages 21-24.

Preparing to Receive PIFs

1. After submitting the CIF, take time to consider how the committee will organize itself to receive, distribute, track and evaluate candidates.
1. Establish a simple recording system to keep track of when PIFs were received and their status.
2. Identify a secure way to distribute PIFs and a secure location for storing them (such as a
3. locked filing cabinet in the church office).
1. Establish ranking, screening, and selection criteria based on the requirements set out in
4. the CIF.
2. Design forms for recording evaluation of the PIFs, reactions to sermons, interview notes,
5. and reference calls (see sample forms in Appendix C).
3. Assure fairness for EEO/AA in ranking, screening, and selecting process.
4. Prepare a package of materials you will send to interested candidates to tell them more
6. about your church, such as sample bulletins, newsletters, brochures, etc.

Reviewing the PIFs

1. Promptly acknowledge receipt of all self-referred PIFs in a brief letter to the pastor. You don't need to acknowledge PIFs received through computer matching.
2. Review each one thoroughly, comparing the PIF with your CIF.
 - a. Does the minister have the years of experience you are seeking?
 - b. Do they exhibit skills that you need?
 - c. Do the pastoral activities ratings match yours?
 - d. Have they lived and worked in a setting like yours?
3. Make clear "yes" and "no" decisions about which ministers you'd like to consider more closely. PNCs get themselves hung up if they try to maintain a "maybe" list.
4. Contact the pastors you would like to consider to determine if they are indeed interested in your position. Ask if they would like more information about your church and the position. Request audio and/or video tapes of sermons for the PNC to review.
5. Review other materials the candidates may send you - sermon tapes, bulletins, newsletters, writing samples, etc.
6. Consider conducting initial interviews by phone, if necessary, to help narrow the field to those candidates you wish to perform reference checks on and interview in person.
7. Keep candidates who the PNC is still actively considering apprised of the committee's progress, even if the update is only, "we're still considering you."

CHECKING REFERENCES

See also *On Calling a Pastor*, pages 21-24.

1. Conduct thorough reference checks on all candidates you are seriously considering, ***following the privacy guidelines for reference checks found in On Calling a Pastor, pages 22-23.*** Talk to your liaison or Presbytery staff if you have any questions about these guidelines.
2. Call each of the references listed on the PIF, asking both general questions and questions that your PNC has developed about this particular person as it related to your position.
3. See the “PNC Reference Check Form” in Appendix C for a sample “script” and suggested questions to use when conducting a reference check.
4. ***After conducting preliminary interviews and your own reference checks, request Presbytery reference checks from the General Presbyter before extensive face-to-face interviews with any candidate.*** This will tell you about any serious problems before you invest time, money and yourselves. It will also help you gather information and know what questions you need especially to ask this candidate.
5. Write a thoughtful letter to any minister you've contacted in whom you are no longer interested, as soon as you determine you're not going any further with that person. Remember that an entire family may be waiting to hear from you, not just the minister. The prospect of a potential move can affect family plans and routine. Put yourself in the place of the minister's family and be prompt in concluding conversations.

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INTERVIEWING CANDIDATES

See also *On Calling a Pastor*, pages 25-27.

COM will also provide training on behavior-based interviewing.

All questions to candidates should relate to qualifications for the position as described in the position description. It is not appropriate, for example, to ask questions about applicants' marital status or spouse's name and occupation; national origin or ancestry; native language; whether they own or rent a home; whether they have children or plan to have children; physical or mental disabilities; or clubs and organizations to which they belong. PNC's should let all candidates interviewed know that this Presbytery conducts criminal background checks on all prospective incoming candidates. The check is done on the final candidate as a part of the preparation for the COM Clearance Interview. See Appendices G & H for more information on this policy.

Sample Interview Questions

1. **THE IMAGE OF THE MINISTRY** - What is the style of ministry? How will lay persons be involved in ministry?
2. **THE NATURE OF WORSHIP** - How does the candidate view corporate and private worship? What role would the pastor play in the worship of the congregation, in setting the style of worship? What does the pastor see as the nature of the congregation, in setting the style of worship? What does the pastor see as the nature of the sermon, the use of innovation in worship?
3. **THE PASTORAL ROLE** - What does the candidate see as the purpose of pastoral visiting? Of counseling? How much will the laity be used in these tasks?
4. **EVANGELISM** - What does it mean? How will it be furthered? What are the candidate's past experience and new ideas?
5. **CHRISTIAN EDUCATION** - What training has there been? How would the candidate relate to volunteer teachers and leaders? How much flexibility would there be?
6. **STEWARDSHIP** - Is the candidate able and willing to talk effectively about money and budgets? What success has there been in previous stewardship efforts? Is the meaning of stewardship seen more broadly than raising money?
7. **ADMINISTRATION** - How will the candidate work at this? Who else will assist?
8. **COMMUNITY INVOLVEMENTS** - To what extent would the candidate spend time in community affairs with community groups, in social action concerns? How much will church members be encouraged to be part of them?
9. **DENOMINATIONAL INVOLVEMENTS** - Is the candidate active in wider denominational circles? Supportive of denominational programs, staff and mission?
10. **PERSONAL LIFE** - How is the personal life separated from the professional life? What habits have been established to see that the candidate has time for family and personal friends?
11. **CONDITIONS OF THE CALL** - Be specific about the preliminary salary and benefits offered: base salary, housing, travel allowance, benefits, vacation, sabbatical, continuing education,
12. **THEOLOGICAL ORIENTATION** - What are the most important things you want to know about the candidate's theology? What are his/her theological skills?

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TAKING STOCK

See also *On Calling a Pastor*, page 28.

You are probably more than half-way through this process of searching for a pastor. You are beginning to wonder if you will ever be able to make a decision. That is probably the sign that it is time to take stock and ask yourself some questions.

1. ARE WE TOO HARD TO PLEASE? That is a legitimate question. Probably no one person can combine all the attributes we would like to see in our minister. That means we have to pick and choose those attributes which are most important to our church.
2. HAVE WE JUST NOT FOUND THE RIGHT ONE YET? That is the other side of question one. There is no need to panic just because we have not made a decision. It may be the ideal minister is just finishing up a building program, or completing a crucial program, or just realizing they have said all they have to say to their present congregation. Our potential minister may just now be coming available. God may have been stalling us until now.
3. ARE WE SURE ABOUT WHAT WE WANT? Is there clarity in the committee about what we want in a pastor? Are some set on a preacher and some on an administrator? Do some want a young person and others want maturity? Have we honestly faced up to those differences of opinion or are we just hoping to find someone who fits both? Talk it through openly so everyone understands what everyone else is looking for.
4. WHY HAVE WE TURNED DOWN SOME OF THE MINISTERS WE HAVE HEARD? Were our reasons sound? Were our reasons really connected with the minister? If we didn't like his/her preaching, was it because of the church rather than the minister? Few ministers have perfect sermons everyday. Did we not like their PIFs? Perhaps they just don't express themselves well on paper. Look a little deeper at what they are trying to say about themselves. Were some references negative? That may be a positive sign. Few people who try to accomplish something are liked by everyone. Their judgment may be biased. Beware the minister everyone says good things about.
5. WHY HAVE SOME MINISTERS TURNED US DOWN? Have we presented our church fairly and openly? Have we been too eager or too aloof? Is our salary scale adequate for the type of minister we want? Ask your General Presbyter or COM Liaison to evaluate you. They may have some "feedback" from ministers you have interviewed. If you felt particularly comfortable with some minister who declined your call, telephone them and ask for help in evaluating yourself.
6. IS THERE EXTERNAL PRESSURE ON US? Is our church having trouble getting supply ministers? Is our Interim's time running out? Can we get another Interim? Do things at the church seem to be slowing down because we don't have a minister? Can Presbytery aid our church in keeping up enthusiasm among teachers, leaders and officers? You cannot let this pressure force you to a premature decision, but you can do something to relieve it.
7. HAVE YOU ASKED FOR HELP? Have we asked our COM Liaison or the General Presbyter's opinion of who would be best for us? We don't have to take their advice, but it might be helpful to have.
8. HAVE WE PRAYED ENOUGH? The obvious is sometimes ignored. Have we opened ourselves to God's leading? Ours is, after all, a spiritual task. We believe that God is, through us, placing a minister here so that we can be God's witness in this place. If we ask and if we listen, we will be led to the right person. However, God's timetable may not be the same as ours.

CHOOSING YOUR CANDIDATE

See also *On Calling a Pastor*, page 29.

After evaluating all sources of information about your final candidates – PIF, reference checks, Presbytery-to-Presbytery checks, interviews, and preaching – the time will come to make the selection of your final choice. Utmost discretion and careful attention to the timing of the process are critical at this stage. Strive for a unanimous decision, reached through consensus. If you are having difficulty reaching consensus or resolving persistent conflicts within the committee, contact your liaison.

1. The Holy Spirit has chosen you for this task, and has led you to select a particular person. Trust the Spirit's judgment as well as your own.
2. Now is the time to be quite sure that there are no unresolved issues which could cause problems later. Share all reservations about each candidate and discuss them fully. Contact candidates or speak to references again, if needed, to ask additional questions.
3. Prayerfully make your selection, and inform your liaison.
4. The Chair of the PNC should contact the pastor by phone and extend an invitation. If the candidate asks for time to think and pray about the decision, request a time within which you can expect to hear from him/her, usually no longer than two weeks.
5. Finalize the terms of call with the candidate, renegotiating with the Session as necessary ***without revealing the identity of the candidate***. If the Session has any problems with the terms, you may need to renegotiate with the candidate.
6. If the candidate accepts, inform your liaison, who will initiate the process of requesting a COM clearance interview.
7. ***If the candidate is not yet ordained, or if the candidate is not ordained in the Presbyterian Church (USA), additional steps are required at this stage, some of which may involve the Presbytery's Committee on Preparation for Ministry.*** Consult with your liaison about these procedures.
8. Ask the candidate to send the PNC a one-page Statement of Faith.
9. Write to those candidates you did not select, thanking them for their interest and wishing them well.
10. ***Maintain contact with your prospective minister*** to offer support during this time.

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FINALIZING THE CALL

See also *On Calling a Pastor*, pages 32-36.

1. **The Clearance Interview**
2. After the final candidate is selected by the PNC, but before the candidate is presented to the congregation for a vote, the Committee on Ministry will conduct a clearance interview to review the “match” of this candidate to your church. The PNC will notify the liaison of its selection, and the liaison will initiate the clearance interview process with the Presbytery’s Area COM. At least 3 weeks’ advance notice is required to arrange the interview.
3. The Clearance Interview Committee consists of current or former members of the Committee on Ministry (both lay and clergy). All members of the PNC, the COM liaison, the candidate, and the Senior Pastor (in the case of an Associate Pastor search) must attend the clearance interview. The cost of travel for the candidate is to be borne by the church.
4. In preparation for the clearance interview, the General Presbyter or Stated Clerk will order and review a criminal record background check on the candidate, and the results will be shared with the PNC.
5. The interview committee will study the CIF, the candidate’s PIF and Statement of Faith, the terms of call, and hear reports of the Presbytery reference checks on the candidate.
6. At the clearance interview, the committee meets with all participants to review the agenda of the meeting, then questions the PNC, senior pastor, and candidate separately. ***The PNC can expect to be asked to describe the process used to select the final group of candidates and the finalist; the match between the candidate and the church in terms of theology, skills and interests, temperament, etc.; if the candidate has been fully informed of major problems facing the congregation; and the job description.*** The interview committee will ask similar questions of the candidate and the senior pastor. It will also closely review the terms of call for compliance with the Presbytery’s compensation guidelines and for adequacy and fairness.
7. At the conclusion of the interview, the clearance committee will communicate its evaluation to the PNC, to the candidate, and the COM. Presbytery staff informs Call Referral Services that the call is pending and the vacancy listing is removed from the Presbytery website.

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The Congregational Meeting

On the basis of the approval given by the Clearance Committee, the PNC is then able to ask the Session to call a congregational meeting where the candidate is presented to the congregation for a vote. This meeting must have at least 10 days advance notice. ***The identity of your final selection should not be revealed prior to the congregational meeting unless the candidate has approved it.*** At the worship service prior to the congregational meeting, the candidate usually preaches a trial sermon, sometimes called a “candidating sermon.”

The agenda for the congregational meeting is set out in “Procedure for the Congregational Meeting for the Call for a Pastor or an Associate,” found in Appendix D. It includes a time for the PNC to present a report to the congregation which summarizes its process and why the candidate was chosen. The congregation may ask questions of the PNC and the candidate. After favorable votes by the congregation on the candidate and the terms of call (***taken together, and by secret ballot***), the Moderator attests to those actions, and the Clerk completes the formal call forms and returns them to the Presbytery Office for the Stated Clerk and the COM. The PNC is then dismissed with the congregation’s thanks.

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Presbytery Approval and other Final Steps

At its next stated meeting, the terms of call are approved by the COM Credentials team, on behalf of Presbytery. The Stated Clerk of MVP writes to the candidate's Presbytery for his/her credentials. The candidate's Presbytery then dismisses the candidate to MVP. After the call is approved, Call Referral Services removes the CIF from Church Leadership Connection. The PNC seals all materials related to the chosen candidate, including references, and stores them in a secure place. The PNC destroys all other PIFs, references, interview notes, and reference check notes. They cannot be reused and should not be passed on to the other committees. The congregation prepares for the arrival of the new pastor and welcomes every member of the family. Team building with the new pastor and Session begin, and the PNC provides support to the new pastor during the transition. The Session and the new pastor select a date for the installation service, in consultation with Presbytery staff and pursuant to Presbytery policy. COM approves the installation plans. The new pastor is installed by Presbytery in cooperation with the congregation, at a time when other members of the Presbytery are able to attend. Please Note: Because the service of installation is a Presbytery service, it is the policy of COM not to approve services to be held on Sunday mornings, since that time would preclude many members of Presbytery from attending. The new pastor is expected to participate in both Presbytery Orientation and also a bi-annual workshop on professional misconduct. Upon completion of the first year, COM will conduct an end of year review with both pastor and session.

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Appendix A PRESBYTERIAN PUBLICATIONS FOR ADVERTISING YOUR POSITION

PRESBYTERIAN OUTLOOK

Box 85623

Richmond, VA 23285-5623

800-446-6008

Fax: 804-353-6369

email gwhipple@pres-outlook.com

<http://www.pres-outlook.com/>

An independent weekly reporting on the major issues before the Presbyterian Church (USA).
Published by the Presbyterian Outlook Foundation, Inc. Extensive classified advertisement section.

PRESBYTERIANS TODAY

100 Witherspoon Street

Louisville, KY 40202-1396

888-728-7228, ext. 5637

FAX (502) 569-8632

email today@pcusa.org

www.pcusa.org/pcusa/today/

Presbyterians Today focuses on the Presbyterian Church (USA), offering broad coverage and interpretation of the work of the church, Christian living, family life, church news, contemporary issues, books, Bible study, and opportunities for readers' viewpoints. *Presbyterians Today* is published 10 times a year.

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Appendix B
PRESBYTERIAN THEOLOGICAL SEMINARIES

AUSTIN THEOLOGICAL SEMINARY

100 East 27th Street Austin, TX 78705

512- 472-6736; FAX: 512- 479-0738

<http://www.austinseminary.edu/>

COLUMBIA THEOLOGICAL SEMINARY

P.O. Box 520, 701 Columbia Drive Decatur, GA 30031

404- 378-8821; FAX: 404-377-9696

<http://www.ctsnet.edu/>

UNIVERSITY OF DUBUQUE THEOLOGICAL SEMINARY

2000 University Avenue, Dubuque, IA 52001

319-589-3122; FAX: 319-589-3110

<http://udts.dbq.edu/>

JOHNSON C. SMITH THEOLOGICAL SEMINARY

700 Martin Luther King, Jr., Drive, SW, Atlanta, GA 30314

404-527-7781; FAX: 404-614-6349

<http://www.itc.edu>

LOUISVILLE PRESBYTERIAN THEOLOGICAL SEMINARY

1044 Alta Vista Road, Louisville, KY 40205

502-895-3411; FAX: 502-895-1096

<http://www.lpts.edu/>

MCCORMICK THEOLOGICAL SEMINARY

555 South Woodlawn Avenue, Chicago, IL 60637

773-947-6300; FAX: 773-288-2612

<http://www.mccormick.edu/>

PITTSBURGH THEOLOGICAL SEMINARY

616 North Highland Avenue, Pittsburgh, PA 15206

412-362-5610; FAX: 412-363-3260

<http://www.pts.edu/>

PRINCETON THEOLOGICAL SEMINARY

P.O. Box 821, 64 Mercer Street, Princeton, NJ 08542

609-921-8300; FAX: 609-924-2973

<http://www.ptsem.edu/>

SAN FRANCISCO THEOLOGICAL SEMINARY

2 Kensington Road, San Anselmo, CA 94960

415-258-6500; FAX: 415-258-1608

<http://www.sfts.edu/>

UNION THEOLOGICAL SEMINARY AND

PRESBYTERIAN SCHOOL OF CHRISTIAN EDUCATION

3401 Brook Road, Richmond, VA 23227

804-662-4315; FAX: 804-663-5214

<http://www.union-psce.edu/>

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Appendix C (Sample Forms)
CANDIDATE EVALUATION FORM

Pastor's

Name: _____

Pastor's

Church: _____

Evaluation based on:

_____ Personal Information Form

_____ Contact with candidate by _____

_____ Interview with Candidate

SKILLS, INTEREST, AND EXPERIENCE NEEDED:

(Here you would list your church's Required and Desired Skills from the CIF, such as Preaching, Pastoral Care, Leadership Development, Spiritual Development, etc.)

Ranking: Weakness Strength

_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7

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Appendix C (Sample Forms)
PIF EVALUATION FORM

Candidate: _____

Ranking:*

Unacceptable (No)-Questionable (Maybe)-Acceptable (Yes)

A. "Factual" Impressions of the Candidate *Ranking Remarks

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

B. "Subjective" Impressions of the Candidate

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

C. Overall Impression of the Candidate:

D. Specific Strengths or Weaknesses of Note:

E. Scoring of this PIF

- (1) Outstanding
- (2) Above Average
- (4) Unlikely Candidate

F. Disposition:

Do you recommend that the PNC continue to consider this candidate?

Yes ____ No ____

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Appendix C SERMON EVALUATION FORM

Pastor: _____ **Sermon Date:** _____ (if known)

"0" = Not addressed or inappropriate - "1" = Marginal - "2" = Meets expectations - "3" = Outstanding

Sermon is based on Scripture, and Scripture relates to sermon	
Sermon proclaims the Gospel and encourages relationships with Jesus	
Sermon's theme is clearly identifiable	
Sermon inspires us to think more deeply	
Sermon offers fresh insight	
Sermon inspires us to change or act	
Sermon gives a clear lesson for living	
Sermon relates to today's issues	
Sermon is well-organized and makes its points clearly	
Preacher is easy to understand (clear speech, good projection, appropriate speed)	
Preacher uses correct English and avoids colloquialism, "uh", "and", "so", etc.	
Preacher holds attention of listeners	
Preacher uses clarifying illustrations	
Preacher demonstrates a sense of humor	
Preacher is authentic and humble	
"Wild Card" ('Other'...such as appearance, subjective voice quality/appeal, etc.) (May range from -3 points to + 3 points)	
TOTAL	

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Appendix C REFERENCE CHECK FORM

Candidate # and Name _____
PNC Member _____ Date _____

Introduce Self

I am [your name] representing the PNC of [Name] Church in [City/State]. We are searching for an [position] whose responsibilities would encompass [state duties of position]. We are considering [name of candidate] for this position and s/he has given your name as a reference. I'd like to spend a few moments talking to you about your perceptions of his/her gifts, talents, and suitability for such a position. Is this a convenient time for you to talk? [When might I call back?]

1. How long have you known [name of candidate]?
2. In what capacity have you known the candidate?
3. If you were on a search committee at your church looking to call someone to a position such as ours, why would you want to call the candidate?
4. If you were on a search committee are there any reasons that would make you hesitate to call this candidate to such a position?
5. Please give me some specific examples of actions that you think would uniquely qualify the candidate for our position.
6. What is an area that will prove challenging for the candidate?
7. Is there an area that might prove challenging for us with this candidate?
8. How would you describe [name of candidate] ability to work with lay volunteers? With professional staff?
9. How would you describe his/her leadership style?
10. Have you had occasion to see how s/he handles conflict?
11. Recalling that [list desired capabilities] are the important components of our position, on a scale of 1 to 5 how would you rate this candidate in relation to this position? Why? 1- excellent match 5 - no match
12. What other comments or information about this candidate would be helpful for our committee to know?
13. Are there other persons that you could suggest we talk?
Would you spell their names for me? Do you have phone numbers for them?
14. Can you give us a one-word description of this candidate?

Thank you very much for your time.

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**Appendix C
REFERENCE CHECK FORM**

Reference Name: _____

Completed By: _____

Congregation: _____

Position: _____

Phone No: _____

- What was your relationship with the candidate?
- About how long have you known the candidate?
- Can you briefly describe the candidate's abilities? What made him/her valuable to the congregation?
- Are there any other aspects about the candidate's abilities or character that you would like to share?
- How would you describe the relationship with his/her peers?
- How would you describe the relationship with his/her staff?
- Do you know why the candidate left or is going to leave their position?
- Are you aware of any intimidation by the candidate or aspects of conflict within the congregation during his/her tenure?

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Appendix D

PROCEDURE FOR THE CONGREGATIONAL MEETING FOR THE CALL

Note: The candidate is not present at the congregational meeting until after the result of the vote is announced.

1. The Moderator opens the meeting with prayer.
2. Organization of the Meeting
 - a. Moderator announces that the Clerk of Session shall serve as secretary of the meeting. If the Clerk is not present, a secretary pro tem is elected, or appointed with congregational approval.
 - b. The Moderator determines whether a quorum of the congregation is present.
 - c. The Clerk reads the call for the meeting and certifies that public notice of the call has been given at least ten days prior to the meeting.
 - d. The Moderator introduces the Pastor Nominating Committee to present its report.
3. Report of the Pastoral Nominating Committee
 - a. The Chair of the PNC, or several members, presents information on the search process, the candidate, reasons for his/her selection, and the terms of call.
 - b. An opportunity is provided for questions and answers.
4. Election of the Pastor or Associate Pastor
 - a. The Moderator puts the question, "Are you ready to proceed to the election of a Pastor? If they declare themselves ready, the Moderator shall declare the name submitted by the PNC to be in nomination.
 - b. The Moderator explains the voting process.
 - c. All communing members on the active roll of that particular church who are in
 - i. good and regular standing, but no others, are entitled to vote.
 - ii. The vote is **one** vote on both the candidate and the terms of call.
 - iii. The vote is taken by secret ballot, with 3 choices: yes, no, or abstain.
 - d. The Moderator appoints tellers and designates one as chairperson. To expedite counting, suggest that ballots not be folded but simply turned over.
 - e. The ballots are distributed, collected, and counted.
 - f. The chairperson of tellers reports to the Moderator and the congregation the number of ballots cast and the number of affirmative and negative votes and abstentions. If the vote was not unanimous, a motion to make it unanimous is not permitted.
 - g. The candidate is invited to join the meeting.

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- h. The Moderator proceeds to the election of those who are to sign the call. These are usually members of the PNC, but may be members of the Session or other members of the congregation.
 - i. The Moderator calls for a motion to dismiss the PNC and commend the members for their faithfulness.
- 5. Announcements are made relative to the pastor-elect, such as expected date of arrival, etc.
- 6. A motion for adjournment is made, and the meeting is closed with prayer.

Relevant *Book of Order* provisions:

G-14.0501b. A pastor or associate pastor shall be elected by the vote of the congregation and the relationship between them shall be established by the Presbytery. The call extended to a pastor or associate pastor shall be approved by the Presbytery and cannot be changed except by consent of the Presbytery, at the request of the pastor or associate pastor, or at the request of the church by action of the congregation.

G-14.0502c. When the committee is ready to report, it shall notify the Session, which shall call a congregational meeting, giving public notice as required in paragraph a. above, for the purpose of acting on the report of the nominating committee. The same procedure shall be followed in the selection of an associate pastor. The action of the congregation, if favorable, shall be presented to the Presbytery for its concurrence. If the Presbytery concurs, it shall make arrangements for the minister's installation. A call to a permanent pastoral relationship shall not be issued until it has been approved by the Presbytery.

G-14.0503b. Following prayer for the guidance of God, the moderator shall call for the report of the nominating committee. Following the report, the moderator shall then put the question: "Are you ready to proceed to the election of a pastor (associate pastor)?" If they are ready the moderator shall declare the name submitted by the nominating committee to be in nomination. The vote shall be upon the question whether the congregation, under the will of God, shall call the person nominated to be its pastor (associate pastor), and it shall be taken by ballot. In every case a majority of the voters present and voting shall be required to elect.

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Appendences

Note: please call the presbytery office for copies of these forms which are in the process of revision.

Appendix E: **EEO-AA POLICY AND FORMS**
Appendix F: **MUSKINGUM VALLEY PRESBYTERY COMPENSATION GUIDELINES**
Appendix G: **CLERGY PROFESSIONAL MISCONDUCT POLICY**
Appendix H: **BACKGROUND CHECK POLICY QUESTIONS & ANSWERS**
Appendix I: **GUIDELINES FOR COMPLIANCE WITH G-6.0106**
Appendix J: **OFFICE OF GENERAL ASSEMBLY ADVISORY OPINIONS:
NOTE 8, G-6.0106b**
Appendix K: **BLANK CIF**
Appendix L: **BLANK PIF**
Appendix M: **SKILLS DEFINITIONS**

- * Appendices E through I are available on-line at www.muskingumvalleypresby.org
- * Appendix J is available on-line at www.pcusa.org/oga/ad-op/note08.htm
- * Appendices K, L and M are available on-line at www.pcusa.org/clc/forms.htm

Exploring Appropriate Leadership for Different Church Sizes

Purpose: To determine leadership needs based on church size.

Who will do this activity: The Mission Team

Description: Alice Mann, of the Alban Institute, has written on church sizes and the appropriate leadership for each. You will read the excerpt from her book, *Can Our Church Live? Redeveloping Congregations in Decline*, later in this document. Then you will use the discussion questions listed below to guide you in determining the leadership needs for your church. Finally, you will develop a leadership plan for your congregation.

Procedure: Read the Alice Mann essay. Hold a group discussion using the questions listed below. Develop a plan for appropriate leadership for your congregation, addressing pastoral, staff, officer, and volunteer leadership. Present your plan to the session for approval.

Discussion questions:

-Which of the four church sizes described by Alice Mann best suits your church?

-What pastoral characteristics are appropriate for your size of congregation?

-What other staff needs does a congregation your size have?

-What is your recommended plan for professional and volunteer leadership for your congregation?

Congregational Size

Alice Mann describes four church sizes as follows:

The **family size church** (0-50 attending) is a single-cell organism – a social system resembling an extended biological family in which “we all know each other.” As in actual families, some members are added by birth or marriage, while others are incorporated rather slowly and carefully in a process of adoption. Given the small membership numbers in such churches, clergy are usually part-time and short-term. Though they are permitted to function as chaplains to the family, the leadership that actually holds these churches together comes from the matriarchs and patriarchs – anchoring figures who maintain stability through their tacit authority. A healthy family-sized church is usually known in its community for one vibrant focus, often some form of direct service to the community offered in a “down-home” style.

The **pastoral size church** (50-150) is a multi-cell organism – a coalition of several overlapping family-friendship networks unified around the person and role of the pastor. When a congregation is portrayed in literature, in films, or on television, it is often made in this “pastoral” image: a church on the green with its resident parson. At its best, this congregation is big enough to look to the visitor like a “real church,” and small enough to feel personal. If the pastor is suited to the community and has a good team relationship with the board, harmony and spiritual coherence can result. However, churches with attendances under 100 cannot usually support a full-time clergy position, and may experience frequent pastoral turnover. A healthy pastoral-size church is usually known in its community for two or three strong ministries, including worship with a personal touch.

The **program size church** (150-350) is known, as the name suggests, for the quality and variety of its programs. Its larger and more diverse membership will contain a “critical mass” of people from several different age and interest groups – children, youth, couples, seniors, etc. This substantial presence of varied populations stimulates creative ministry and provides entry points for new members from different demographic groups. Typically, part- and full-time staff are added as programs are initiated or strengthened, but the ministries of members also expand into such areas as pastoral care, new-member incorporation, community outreach, and the leadership of small groups for sharing and prayer about members’ own life circumstances. At its best, the program church’s excellent processes for democratic participation create a sense of excitement purpose, and possibility.

The **corporate size church** (350-500 plus) is a significant institutional presence in its community. It may have a cathedral-like building in a prominent location, associated institutions like a day school or community center, and a sizable staff of highly skilled professionals. This larger congregation can provide “something for everybody” – a variety of different kinds of worship, education, spiritual nurture, and social interaction. It also provides a visitor the chance to remain anonymous for a while – a plus for some people...who may not want to make commitments right away. Sometimes this congregation attracts into membership key leaders from the wider community because of its substantial public presence. “Tall-steeple churches” usually seek “tall-steeple pastors” – clergy with a sufficient symbolic presence to focus a large worship service, head an extensive staff, and challenge powerful lay leaders with a bold and unifying purpose.

Excerpts from *Can Our Church Live? Redeveloping Congregations in Decline* (Bethesda: The Alban Institute, 1999) used by permission.

Going Further

Resources for Choosing Leadership

Alderson, Wayne T. and McDonnell, Nancy Alderson. *Theory R Management*. Nashville: Thomas Nelson Publishers, 1994.

Callahan, Kennon L. *Effective Church Leadership*. New York: HarperCollins, 1990

Hawkins, Thomas R. *Building God's People: A workbook for Empowering Servant Leaders*. Nashville: Discipleship Resources, 1990.

Mann, Alice. *Can Our Church Live? Redeveloping Congregations in Decline*. Alban, 1999.

Mann, Alice. *The In-Between Church: Navigating Size Transitions of Congregations*. Alban, 1998

Maxwell, Dr. John. *Developing the Leaders Around You*. Des Moines, Iowa: World Ministry Resources, 1997.

Maxwell, Dr. John. *Developing the Leader's Around You: Leader's Guide*. Des Moines, Iowa: World Ministry Resources, 1996.

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Ministers of Other Denominations

Service Without Denominational Transfer

- Ministers from other denominations may only serve Presbyterian (USA) churches at the discretion of the presbytery and under certain circumstances.
- Presbyteries have no obligation to allow other denomination ministers (including those of churches in full communion or in correspondence with the PC(USA) to serve their churches. Evidence of “good standing, thorough examination and reference checking is essential.
- Only PC(USA) ministers and Formula Partner ministers (Reformed Church in America, Evangelical Lutheran Church in America, and the United Church of Christ) may serve as installed pastors of PC(USA) congregations. This includes the positions of Pastor, Associate Pastor, Co-Pastor, and Designated Pastor.
- Ministers of other denominations may serve in temporary positions such as Sunday-to-Sunday supply, as Stated Supply, or Interim Pastor.

Transfer of Membership to PC(USA)

- Ministers of other denominations who wish to become PC(USA) ministers must meet the Book of Order requirements in G-11.0404.

In order to become a PC(USA) minister, a minister of another denomination (including Formula Partners) must:

- ✓ Be an ordained minister in good standing with his/her denomination;
- ✓ Have a baccalaureate degree from an accredited college or university and a theological degree from an institution acceptable to the presbytery of call;
- ✓ Pass PC(USA) standard ordination exams

Waiver of requirements (see G-14.0313 and G-11.0404b.)

The presbytery shall not waive any of the foregoing requirements except in extraordinary cases. It shall make an exception only by three-fourths vote of the members of the presbytery present.

Ministers of other Reformed denominations (such as Reformed Church in America) may be exempted from taking ordination exams if they have been ordained for five or more years and if the presbytery approves by a two-thirds vote as above.

Use of Church Leadership Connection by Ministers of Other Denominations

The PC(USA) Internet-based referral system “Church Leadership Connection” is available for PC(USA) ministers only. Ministers of other denominations are encouraged to contact presbyteries in which they seek to serve in temporary positions.

In the case of ministers in process of transfer, once all requirements have been met except having a call, they may enter a Personal Information Form online in Church Leadership Connection for referral.

We cannot accept ministers of other denominations who have not passed PC(USA) ordination exams since waivers from the Book of Order requirements are given only by the Presbytery of call. They will be required to provide attestation of “good standing” from an authorized official of his or her present governing body.

To complete the transfer they must:

- Have a call to appropriate work in the PC(USA)
- Be examined and approved by the presbytery of call (usually) by the Committee on Ministry). They will be examined on their Christian faith, in theology, and in the system of government of this church, and at the discretion of the presbytery in other subjects.
- Answer the ordination questions in the affirmative
- Furnish evidence that they have been officially removed from the roll of the other denomination

CONSTITUTIONAL MUSING #10

Receiving Ministers of Other Denominations

References: G-11.0404; G-11.0405; G-14.0310d(1-5); and G-14.0514; G-15.0202

Some of the most frequently fielded questions in the Department of Constitutional Services in the Office of the General Assembly surround a plethora of concerns associated with receiving ministers from other denominations. We hope that this Constitutional Musing will help you deal with some of these questions that may arise.

When a church proposes to extend a call to a minister member of another denomination, the presbytery needs to inquire whether the minister intends to be received into its membership and remain in the Presbyterian Church (U.S.A.) indefinitely, or plans to serve in the position being considered without severing the present denominational relationship, and then in the future serve a church in that denomination again.

I. When a Minister Wants to Be Received Into PC(USA) Membership

A minister planning to make a career change, becoming a Presbyterian, shall apply for membership in the presbytery, requesting the denominational body of jurisdiction to send his or her credentials of good standing to the presbytery. A presbytery, through its Committee on Ministry, may grant permission to a minister of another denomination to circulate a dossier or Personal Information Form only after they are satisfied of this minister's qualifications and all the constitutional requirements have been met. The presbytery and the minister then proceed to follow the steps set out in G-11.0404a or b, whichever is appropriate.

A. Good Standing

One of the most important requirements presbyteries will want to check is whether or not the person seeking to transfer is a member in good standing of his or her denomination and that they would dismiss to PC(USA) upon request. The record of appropriate credentials should always accompany the minister transferring into this denomination.

It is absolutely critical that the presbytery check all credentials and references of the transferring minister. Checking references can sometimes pose particular problems for the presbytery as well as for the minister seeking to transfer. The Department of Ecumenical and Agencies Relationships in OGA is equipped and ready to assist you in theological institutions involved.

B. Academic Requirements

How does a presbytery evaluate the academic experience of a person from a theological institution of another denomination or in a foreign country? To satisfy the requirement of G-11.0404a(1) there are three options available to all Presbyterians.

1. Check with the Association of Theological Schools
2. Check with a nearby Presbyterian theological institution to see how many credits and the equivalency of courses taken would be

3. transferred toward a degree from the institution with whom you are checking. The basic question that should be posed to the theological institution is: Would you give credit at your theological institution for this degree?"
4. Call Carlos Malave in the Office of the General Assembly, Department of Ecumenical and Agencies Relationships to seek input as well as assistance. The number is 1.888.728.7228, extension 5444.

In the case of ministers for new immigrant fellowships and congregations who would transfer into the PC(USA) under G-11.0404f, a presbytery may, if it determines that its strategy for mission with that constituency requires it, recognize the ordination of (G-15.0202) and enroll a new immigrant minister furnishing evidence of good standing in a denomination in correspondence with the General Assembly as a member of the presbytery, even though at the time of enrollment that minister lacks the educational history required by G-14.0310-d.

In the case of such a minister lacking such preparation, the presbytery shall undertake an evaluation of the minister's understanding of and proficiency in Bible, Reformed Theology, Sacraments, Presbyterian Polity, preaching, leading worship, pastoral care, and teaching. If the presbytery is satisfied as to the minister's preparation in and understanding of those areas, the presbytery may, by a three-quarters vote of those present, enroll that minister as a minister of the presbytery. Any presbytery taking such an action shall provide that minister with educational opportunities as seem necessary and prudent to the presbytery for that minister's successful ministry within the bounds of that presbytery. This section, when utilized, may result in exceptions to the procedures and requirements described in G-11.0403c, G-14.0310b-d, and G-14.0313a-c.

C. Examination Requirements

Ministers of other denominations transferring in under G-11.0404a shall be required to take the ordination examinations required of candidates under care of presbyteries in the PC(USA). These examinations are identified in G-14.0310d(1)-(5). In accordance with G-14.0310e the examinations required shall be graded by representatives of the presbyteries under the supervision of Presbyteries' Cooperative Committee on Examinations for Candidates.

Minister members of other Reformed churches transferring in under G-11.0404b may be exempted from taking some or all of the examinations if they have been ordained more than five (5) years. Such an exemption may be granted at the discretion of the presbytery by a two-thirds (2/3) vote of presbytery. Members of other Reformed churches who have been ordained within the past five years shall be required to take the examinations described in G-14.0310d (1)-(5).

The Office of Examination Services in the Department of Constitutional Services realizes that circumstances might conspire to work against a person taking the examinations at the standard time in September or February or each year. This office is always available and willing to work with a presbytery in order to satisfy this constitutional requirement concerning examinations. Contact Lesley Davies at 1.888.728.7228, extension 5746. There are several steps a presbytery should follow for their own integrity and the integrity of the examination process if it becomes necessary to administer the examinations at a time other than the normal schedule.

1. Presbyteries might negotiate with a neighboring presbytery to read and grade the examinations on your behalf, thus protecting your COM and colleagues in your presbytery.
2. The CPM Chairperson in each presbytery has copies of all examinations, which may be shared with transferring ministers. Since these examinations are in the "public domain" you are free to get and use these former examinations.
3. If a presbytery chooses to work through the Office of Examination Services to get the examinations an booklets to write the exams there will be a charge of \$80 for each exam given (\$30.00 for the Bible Content Examination). Information on the examinations is available at <http://www.pcusa.org/exams/>.

The Office of Examination Services remains confident that the best way for all to satisfy these requirements is through the normal process.

D. Ordination

Finally, in accordance with G-15.0202, when a minister of another Christian denomination is called to a work properly under the jurisdiction of a presbytery, the presbytery, after all constitutional conditions have been met, shall recognize the minister's previous ordination to the office of ministry, thus making re-ordination totally unnecessary.

II. When a Minister Wants to Be Enrolled For a Period of Service

A minister of another denomination who wishes to accept a call to serve in a church or other position as described in G-11.0405 as a Full Communion partner or to agree to a contract as a minister of a denomination with which the PC(USA) is in correspondence may be enrolled temporarily as a member of presbytery with full rights and privileges. The minister is not required to take the standard ordination examinations, but is subject to the same process of interview, reference checks and examination of qualifications used by the presbytery in the approval of calls to all positions. The minister temporarily enrolled under with G-11.0405a or b has both voice and vote in meetings of the presbytery, may be elected to office or committee service, and may be appointed to moderate the session of a congregation other than the one being served.

A. Denominations in Correspondence

Section G-11.0405a provides the privilege of temporary enrollment to ministers of denominations with which the PC(USA) is in correspondence serving in pastoral or other positions in which the presbytery and a counterpart entity are related in a yoked parish or joint sponsorship of a ministry, or in a temporary, non-installed solo pastoral position. The Department of Ecumenical and Agency Relationships maintains a list of all denominations with whom the PC(USA) is in correspondence (which changes quite often due to denominations joining or withdrawing from ecumenical partnerships).

B. Full Communion Partners

Section G-11.0405b permits a minister of one of the denominations with which the PC(USA) is in full communion to be temporarily enrolled and to be installed as pastor in a church of the presbytery or to serve in any of the positions in which an active member of the presbytery may serve. The Formula of Agreement partners have prepared a very helpful document, "The Orderly Exchange of Ordained Ministers of Word and Sacrament", which is available at: <http://www.elca.org/dm/formula.pdf>.

III. When a Minister of Another Church Serves Within the Presbytery

Section G-14.0514 allows ordained ministers of other Christian churches to be employed by the session of a particular church in a temporary pastoral relationship, provided that such ministers present to the presbytery credentials of good standing in the ecclesiastical body to which they belong, and provided that presbytery gives its approval to the temporary pastoral relationship.

The presbytery, usually on recommendation of its COM, may allow such ministers to preach, teach, serve the sacraments, make hospital visits, provide pastoral care. Because they are not considered temporary members of the presbytery, they cannot vote or hold office and they cannot moderate the session (GA 1992, p308, 21.088, Req. 92-10).

This provision of the *Book of Order* might apply to minister of churches that are not in correspondence or in full communion; it may also be used if the minister could qualify for temporary presbytery membership but chooses not to do so.

Committee on Ministry – How to Say “No”

Places where COM may need to say no:

- Suitability of a pastoral call
- Membership in presbytery
- Validation of ministry
- Ministers of Other Denominations
- Commissioned Lay Pastors
- Terms of Call
- Congregational viability (calling a full-time pastor?)

Strategy – Be in a position to:

- Have strong relationship with parties (PNC, minister, etc.) in order to make sound decision, have credibility, continue connection after “no”, partnership in ministry steward/counselor not judge/police
- Make a good decision – information, fair/just, Christian
- Say “no” early and clearly
- Say “no, but...” open a window, guide in a “yes” direction (no Missouri Synod retiree, but yes to CLP in our new class)
- Be consistent – treat decisions carefully and prayerfully for all size churches and all ministers even the “pain in the neck”

Case Studies/Role Plays

1. PNC is enthused about minister who came to them by self-referral. He has told PNC he is open to a call because he wants a setting where his gifts will be better used. Your reference checking indicates that COM has been involved and their assessment is that he is an arrogant lone-ranger who quickly got crosswise with session. Your church is accustomed to a collaborative leadership style. Discuss issues, pitfalls, then role play your conversation with the PNC.
2. A small church has struggled for 2 ½ years to call a pastor without success. They are losing members and are very discouraged. A retired Missouri Synod Lutheran pastor has offered to “take charge” and help them out. This pastor has preached against some PCUSA policies such as the ordination of women. You believe this relationship would be destructive. Discuss issues, strategy, then role play your conversation with the church.
3. A clergywoman has moved to your presbytery with her pastor husband. Several search committees have considered her PIF. One small church PNC was very interested, but she declined their request for an interview since the church is 30 minutes outside of the city where she lives. She has decided to open a small business offering therapeutic massage and herbs. She calls it “The Healing Place”. She has asked COM to validate this ministry because her intent is to do evangelistic outreach through her work. You have decided this does not qualify as ministry you can validate. Discuss issues, strategy, then role play your meeting with her.